

U.S. Army Cadet Command

MS1 Cadet Survey Results

12 March 2001



"Leadership Excellence"

Demographics:

- ✓ **Ethnicity of sample is similar to parent population:**
 - **Hispanic only accounted for 5.8% of the sample.**
 - **African-Americans accounted for 13.5% of the sample.**
- ✓ **Females accounted for over 30% of the sample.**
- ✓ **Majors:**
 - **Of those decided, engineering, criminal justice, business and social sciences are the dominant majors.**
 - **Hard sciences and mathematics accounted for less than 8% of the majors.**
- ✓ **Military experience of MS1s is far less than MS2s suggesting higher attrition of non-experienced cadets.**
- ✓ **Military family experience of MS1s is more than twice the expected, but less than with upper classmen. This is consistent with previous surveys and shows that cadets without military family experience are more likely to drop out.**
- ✓ **There are no characteristics of the sample that would exclude representation of the parent population.**

Executive Summary Continued

Recruiting:

✓What motivates cadet enrollment:

- Cadets who wanted to be an Army officer, and who were patriotic tended to plan to commission.
- Cadets who indicated that enrolling was linked to financial support were also more inclined to remain to commission.

✓Who influences the enrollment decision:

- A significant number of cadets said that no one influenced their decision to participate (40%).
- Parents and ROTC cadre had the biggest impact.

✓How recruitment affects commissioning:

- Cadets who learned about ROTC before their junior year in high school were far more likely to plan to commission than those who learned later.
- Cadets who learned about ROTC on campus were far less likely to plan to commission.
- Those who learned in student orientation were negative toward remaining in ROTC.

Executive Summary Continued

Recruiting:

Summary of MS1 Advertising and Media:

- ✓ **Awareness campaign is critical to getting early knowledge of ROTC and subsequent desire to commission.**
- ✓ **Electronic versus print media:**
 - **Radio is the favorite media.**
 - **Alternative, Hip/Hop and rock lead the types of stations.**
 - **Talk radio, jazz and classical bring up the bottom.**
 - **Growth of internet still leaves it well behind radio in terms of exposure.**
 - **Radio convinced eight percent of cadets to enroll.**
 - **Those cadets who sought out ROTC on the internet were highly motivated to remain until commission.**
 - **Internet impacts at a younger age than other media.**
 - **Magazines were mildly effective.**
- ✓ **Considering the limited reach and frequency allowed by resources, national media is making an impact on enrollment decision.**

Executive Summary Continued

Recruiting:

Summary of MS1 Advertising and Media Continued:

✓ Top magazines:

- **College Board (16.3%)**
- **College Outlook (10.9%)**
- **Newsweek (10.4%)**
- **Sports Illustrated (9.0%)**
- **ESPN (8.1%)**
- **People (7.3%)**
- **US News & World Report (5.1%) (I)** America's Best Colleges / How to Pay for College Issues
- **Entertainment Weekly (4.8%)**
- **Seventeen (4.5%)**
- **Muscle & Fitness (3.9%)**
- **Rolling Stone (3.5%)**
- **Business/Fortune (3.4%) (I)**
- **Ebony (3.2%) (I)**

✓ General conclusions:

- **While radio and TV are critical to gain exposure, internet is a growth industry amongst younger prospects.**
- **Need to focus on Arbitron rated high impact for 12-16 year olds in radio and look at cable viewership for same age.**

Executive Summary Continued

Summary of Cadet Finances:

- ✓ **Parents contribute more toward the student's cost of school among MS1s (28% versus 19% for MS2s) than later years.**
- ✓ **Loans account for a larger portion of student financing among MS1s (16%).**
- ✓ **Applying for scholarship is linked to continuing in ROTC.**
- ✓ **Scholarships are important to stay in school for those getting them.**
- ✓ **Cadets attending high-cost schools got a disproportionate share of the scholarships.**
- ✓ **African-Americans less frequently apply for scholarships and of those who do apply less frequently get a scholarship.**
- ✓ **Cadets come from families well above the national median income level.**
- ✓ **MS1 cadets work fewer hours during the school year than MS2s, MS3s or MS4s.**
- ✓ **There is a general switch from parents' paying to working to for school during the life-span of the cadet.**

Executive Summary Continued

Summary of MS1 Retention:

- ✓ **Cadets were evenly divided on plans to commission.**
- ✓ **Influencers impact on commissioning:**
 - **When cadets were influenced by cadre to enroll, they were more apt to say that they would remain to commission.**
 - **No one other than cadre had an effect on commissioning.**
- ✓ **Why cadets plan to remain until commission:**
 - **Cadets who believe that a career in the Army is as good or better than civilian careers plan to commission.**
 - **The earlier cadets learned about Army ROTC, the more likely they were to commission.**
 - **When the sources of information on ROTC was a web site, a letter from Army ROTC, or rarely, HS counselors, the cadet was more positive about commissioning.**
- ✓ **Why cadets plan not to remain in Army ROTC:**
 - **Cadets who learned about Army ROTC after arriving on campus plan not to commission.**
 - **Cadets who learned about Army ROTC through freshman orientation plan not to commission.**

Executive Summary Continued

Summary of MS1 Retention Implications:

- ✓ **Percentage of cadets who indicate they will remain in ROTC until commission are down from previous years*.**
- ✓ **Cadets who are determined not to remain to commission are probably the following:**
 - **Not scholarship and haven't applied for a scholarship.**
 - **Found out about ROTC late, generally after arriving on campus.**
 - **Not prior service.**
 - **Not of the opinion that a career as an Army Officer is as good or better than careers in the private sector.**
- ✓ **What it will take to retain the maximum number of cadets:**
 - **Message to cadets about career in the military must be universally positive (promotion potential of junior officers a concern).**
 - **Support from fellow cadets will increase likelihood of retention (need to include MS1s in upper classmen activities).**
 - **Increase contact time with active duty cadre, even concerning non-ROTC issues.**
 - **Focus on might, probably will and will remain to commission category cadets for maximum return on investment.**

* This is partly an artifact of better sampling capturing more cadet types who may not have completed the survey in prior

How the survey was conducted:

- ✓ The purpose of the MS1 survey was to determine what program elements and outside influences impacted on the MS1 decision to participate in Army ROTC.
- ✓ The survey focused heavily on marketing and advertising efforts and how advertising, marketing and influencers played in the decision to enroll and future plans to commission.
- ✓ All schools were notified of the survey dates, and cadets completed the survey on the Internet.
- ✓ 3333 valid surveys were completed in October-November 2000.

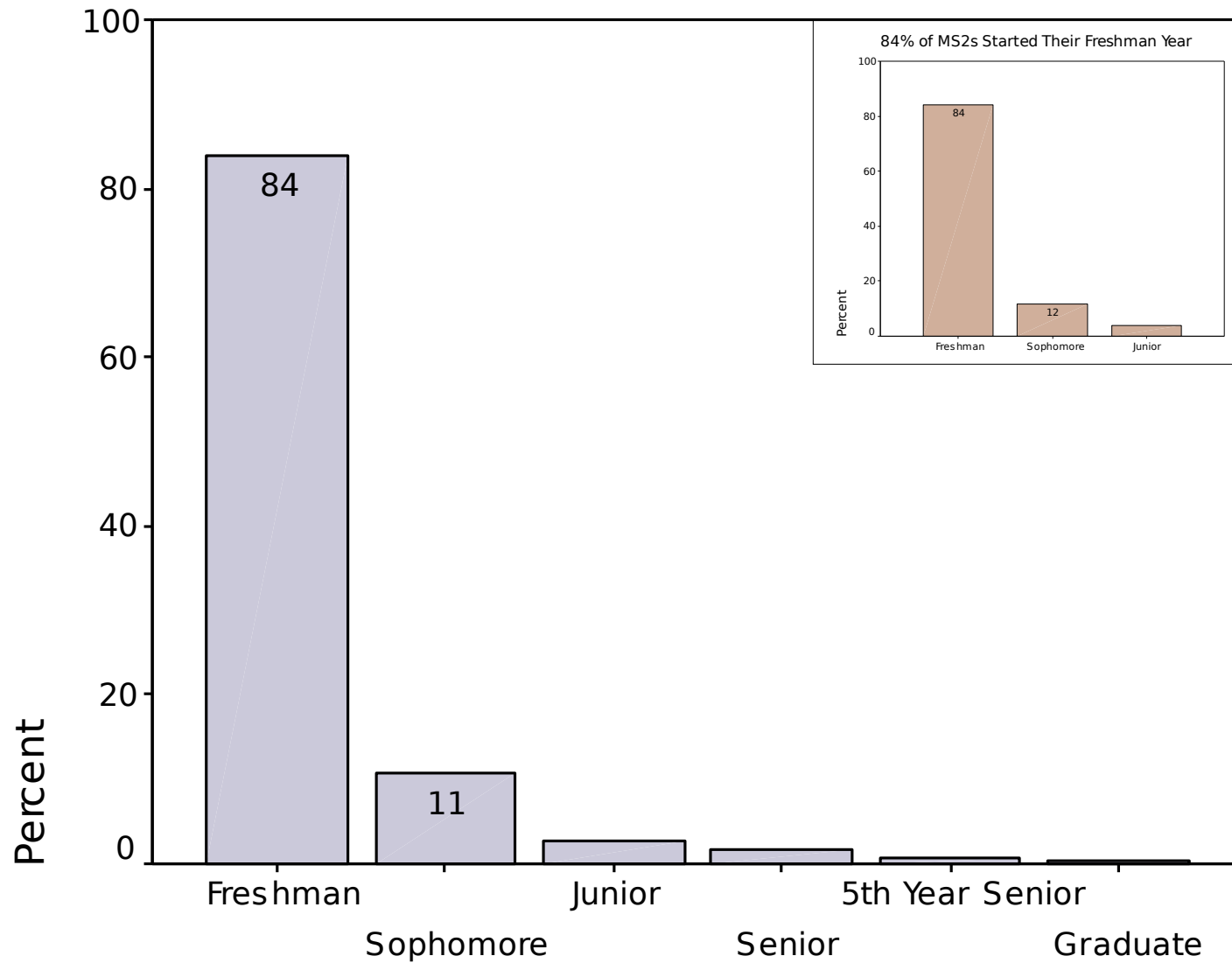
Differences between sample and all MS1s:

- ✓ No statistically significant differences existed between the sample and all MS1s; however, mild differences existed in the following areas:
 - Sample had more scholarship and contracted cadets than the general population.
 - Sample was slightly underrepresented in African-Americans and Hispanics.

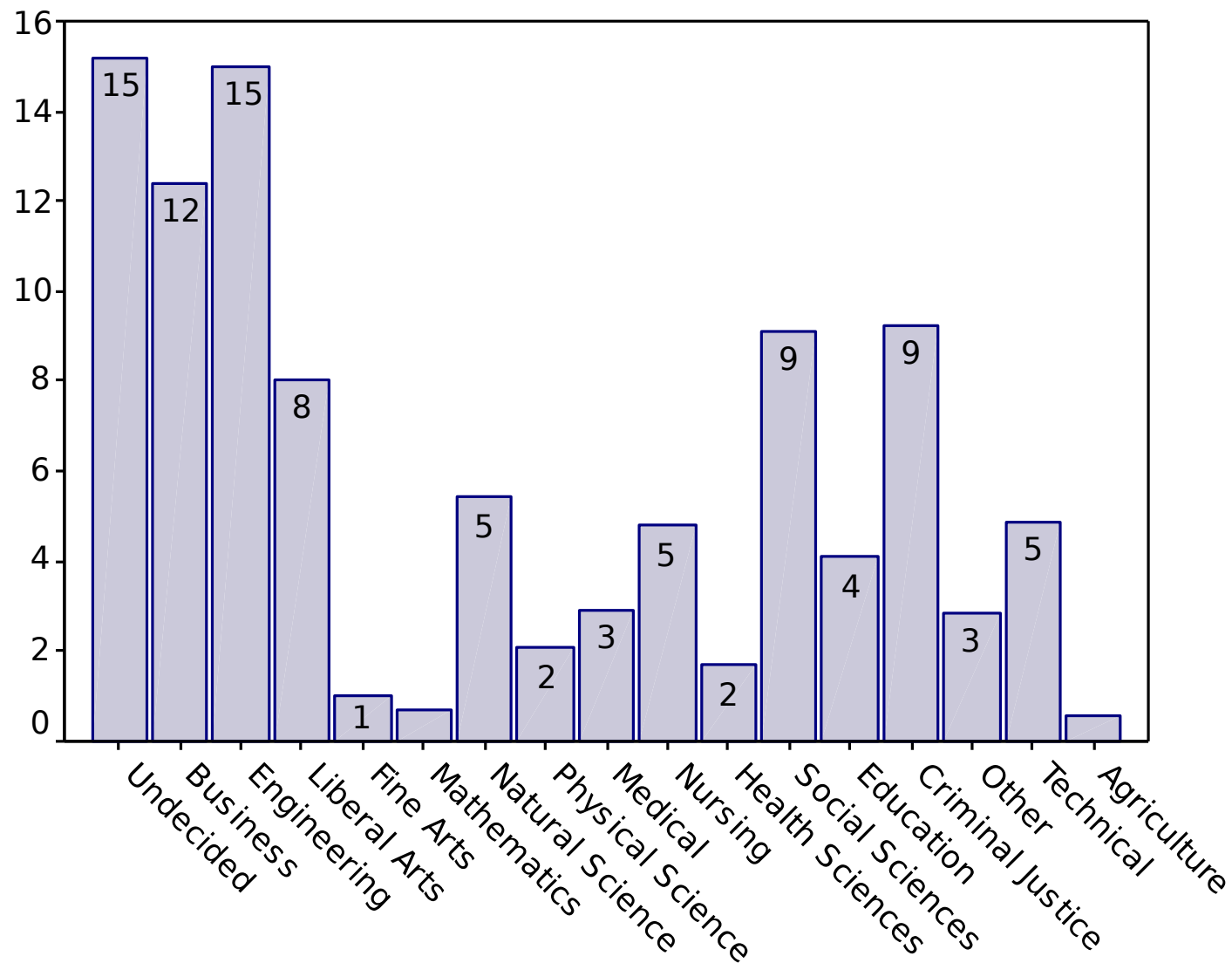
Demographics:

- **Ethnicity**
- **Majors**
- **Military Experience**
- **Family Background**

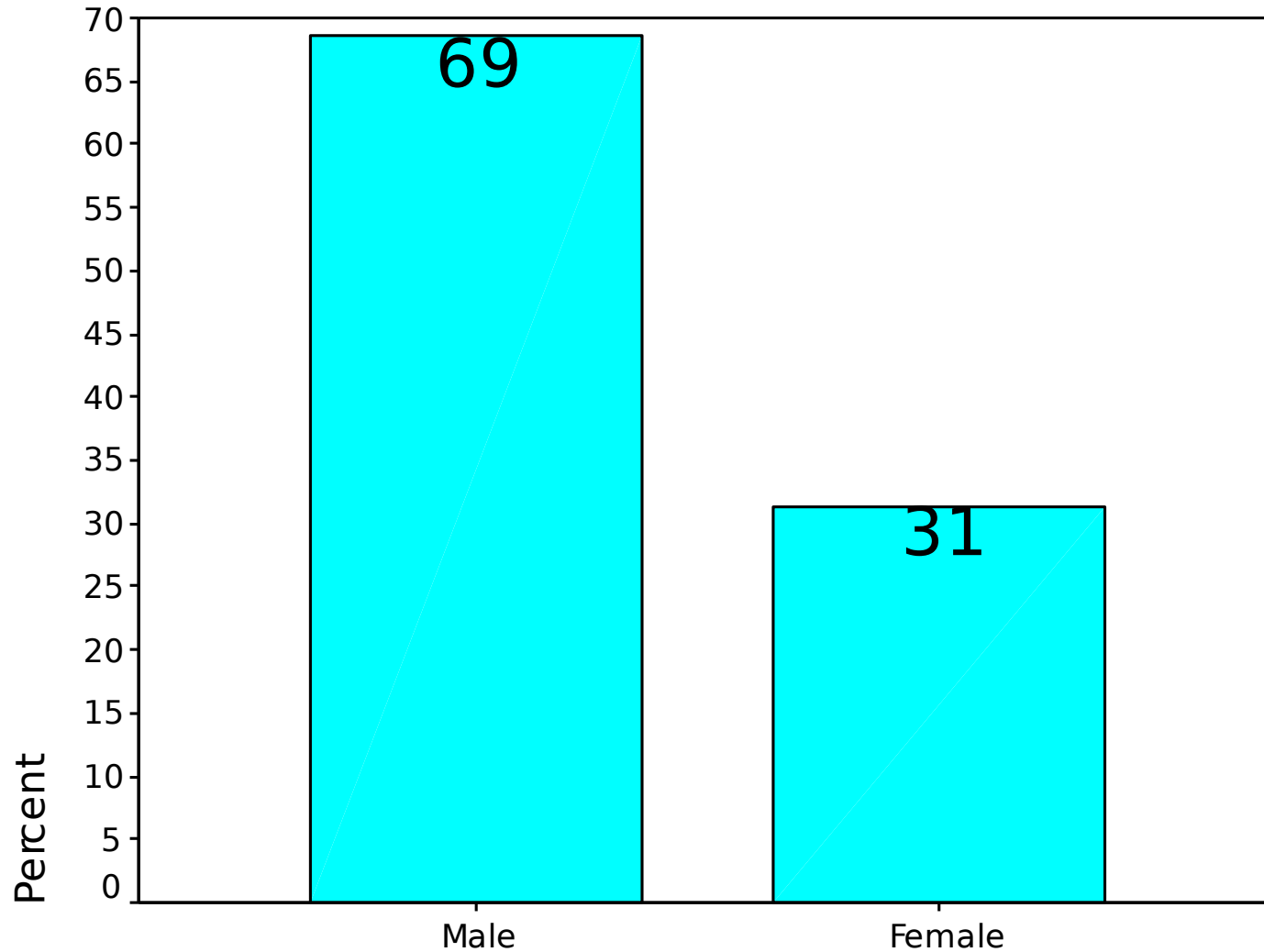
Freshman and Sophomores Account for 95% of MS1s Responding



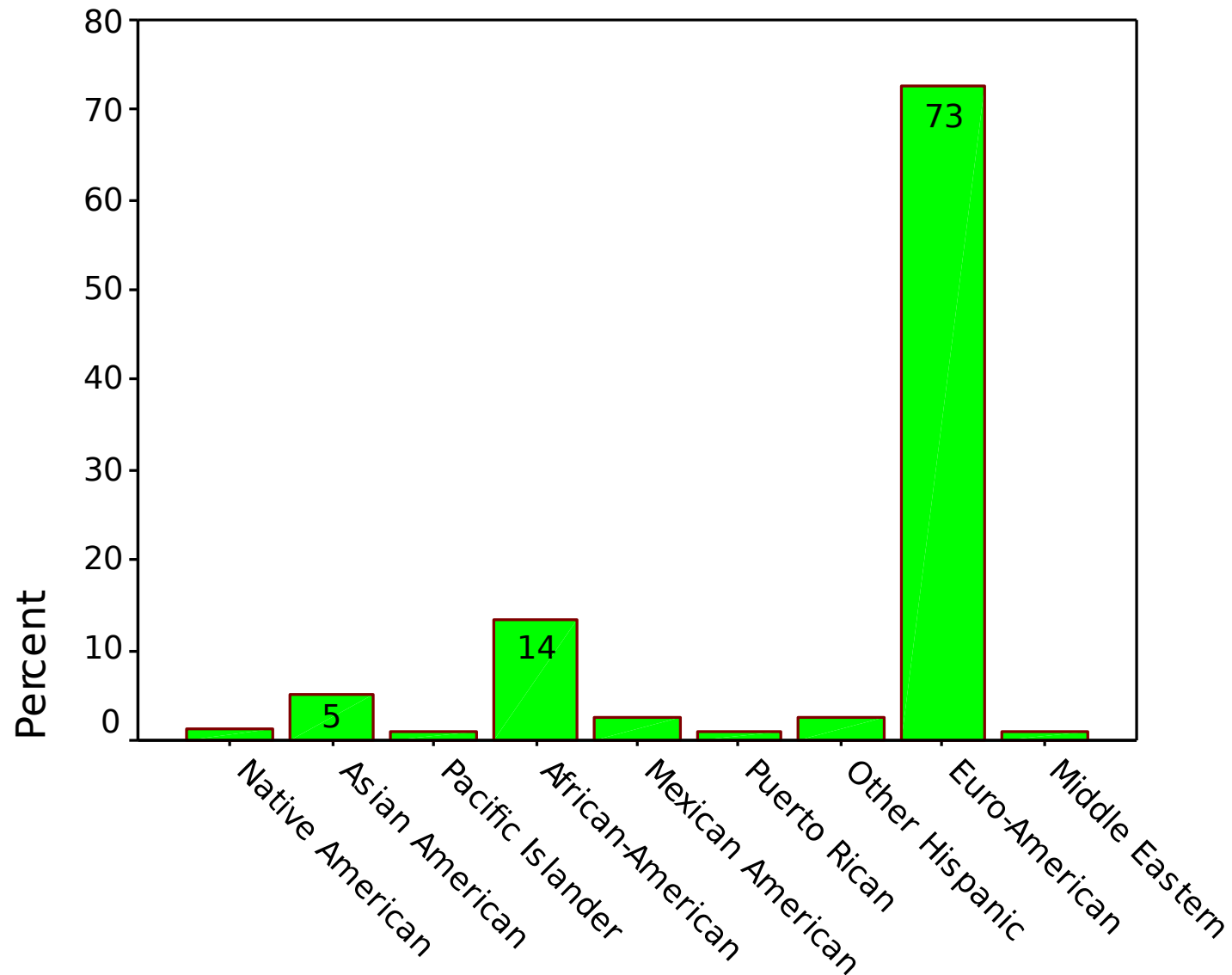
Major Fields of Study (percent)



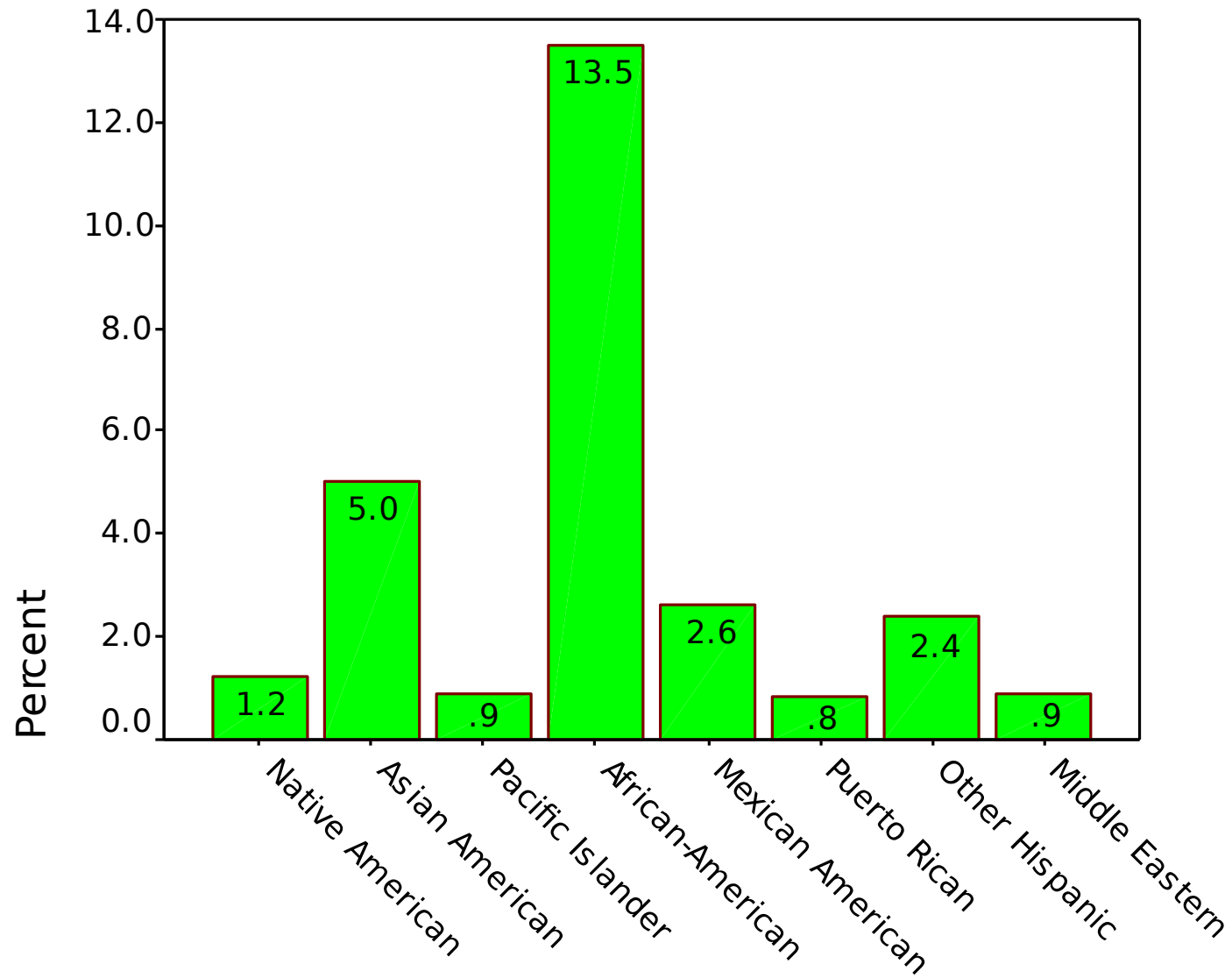
Gender of Responding Cadets



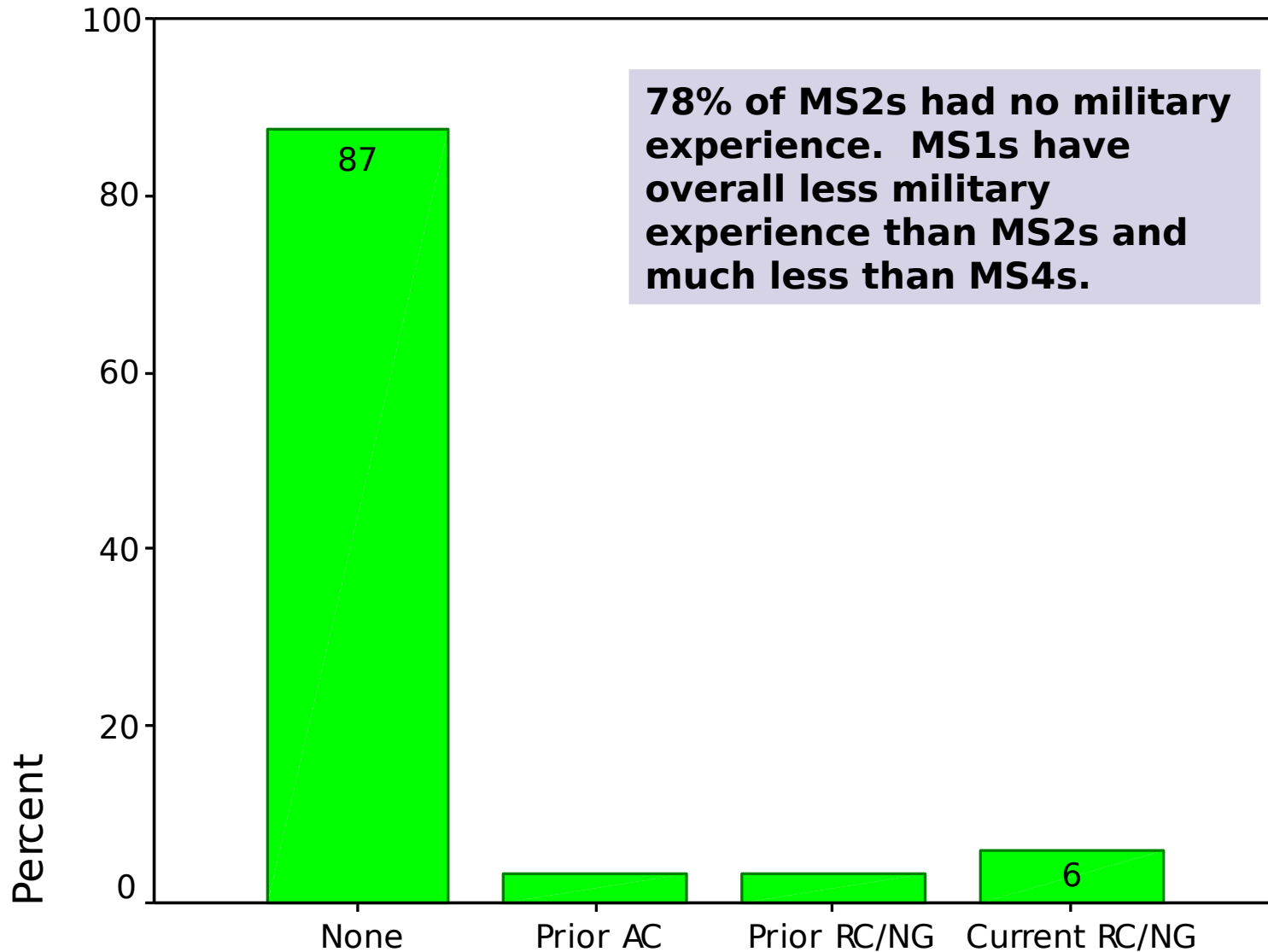
Ethnicity of MS1 Response Group



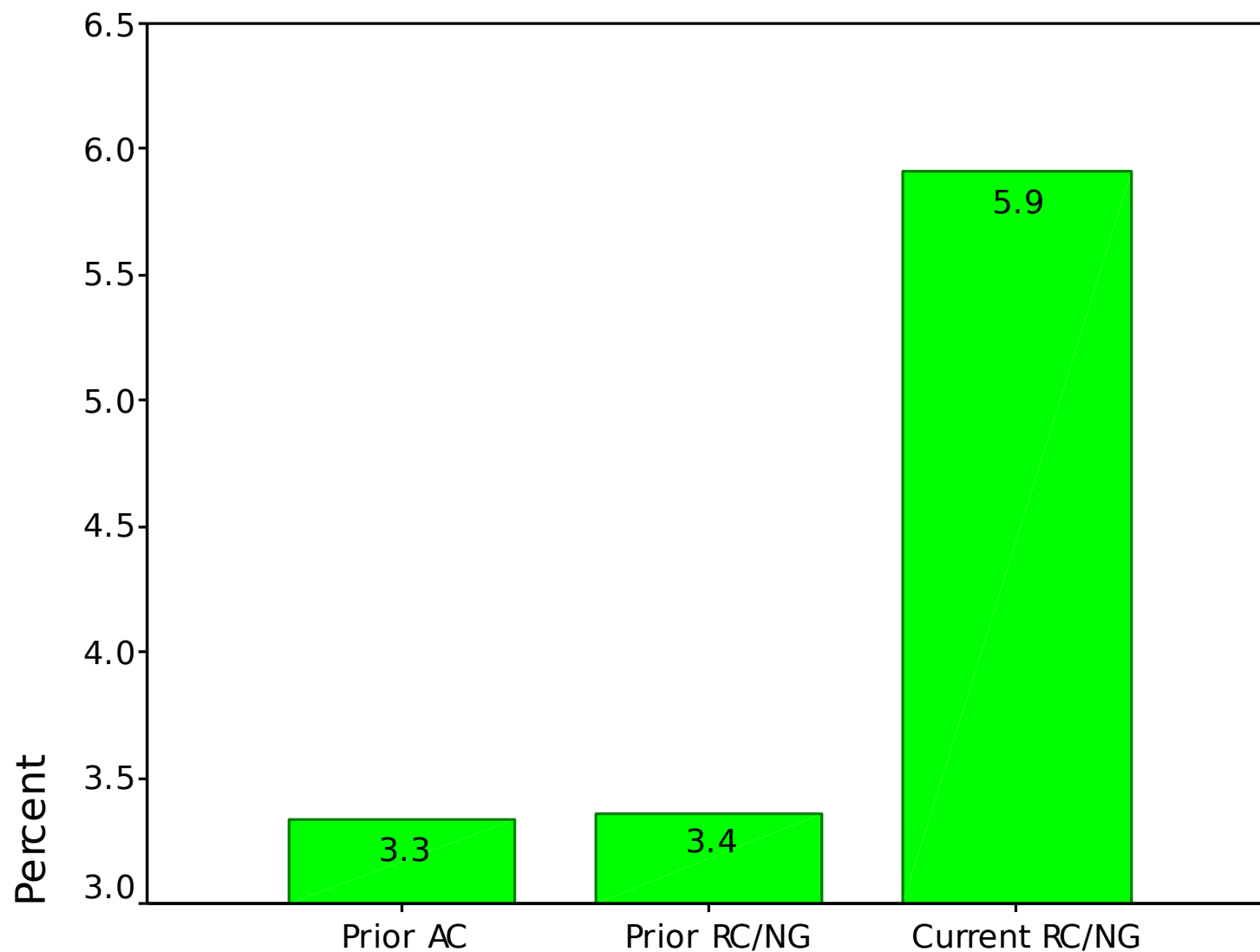
Minority Ethnicity of MS1s



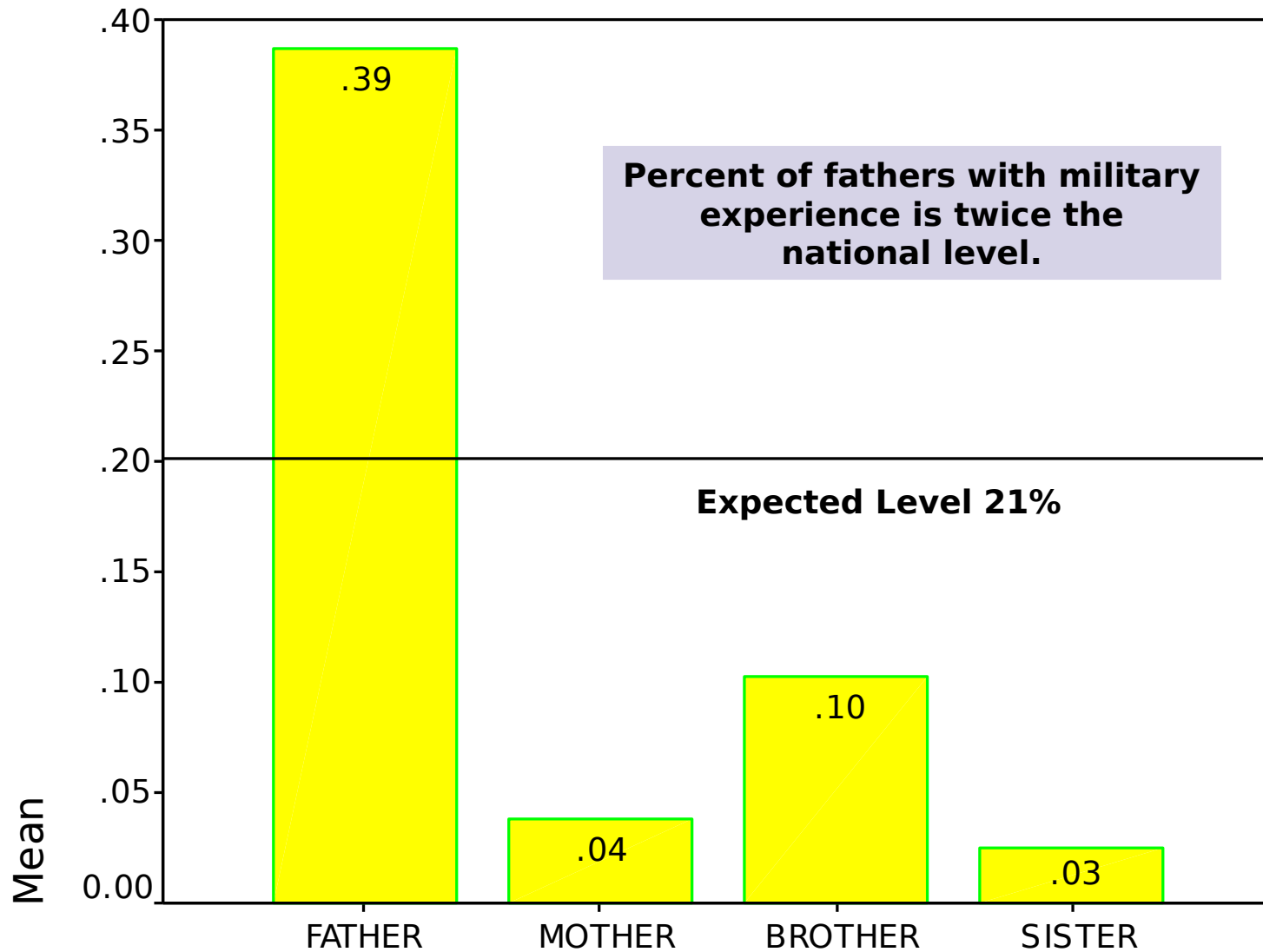
Prior Military Experience



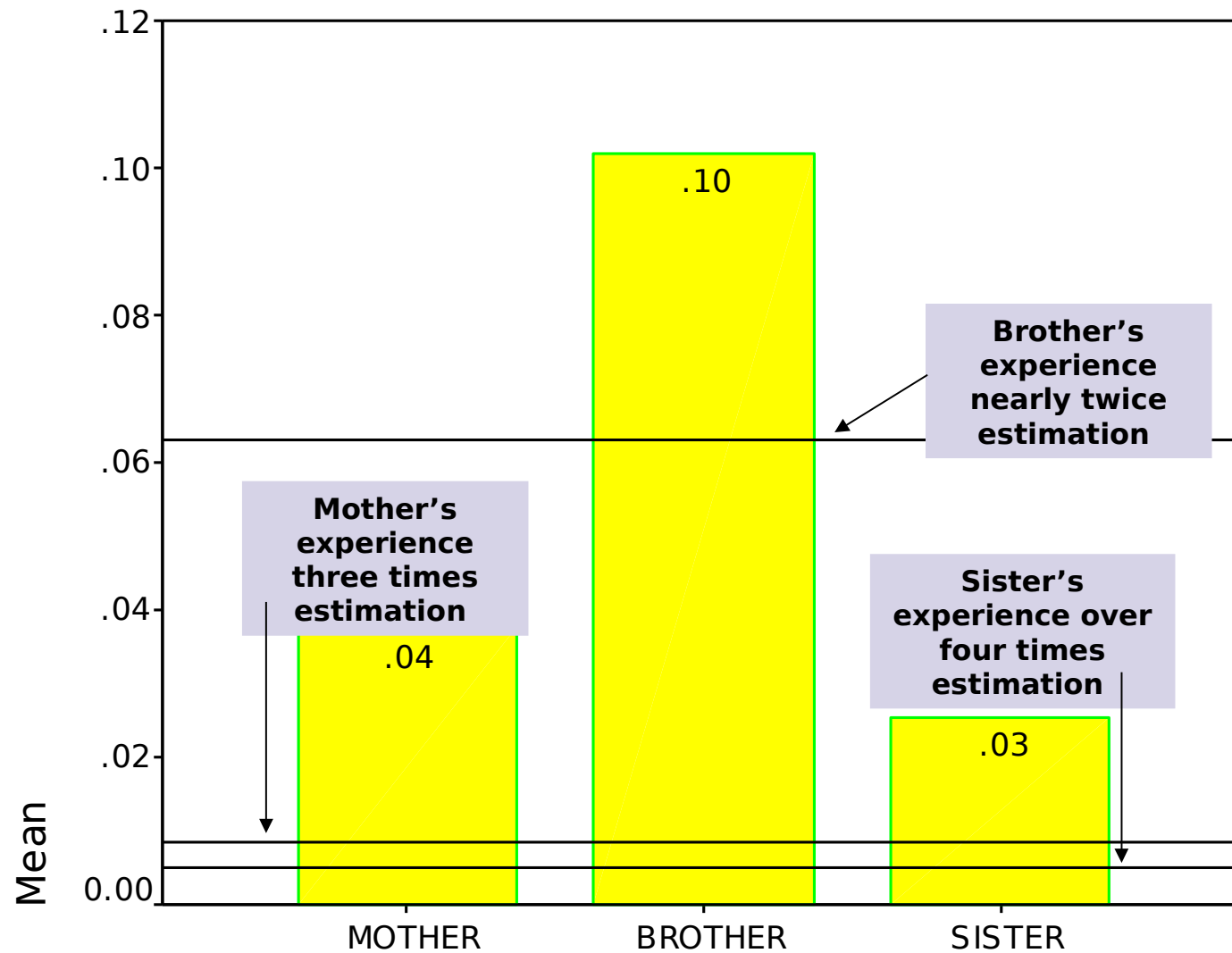
Military Experience



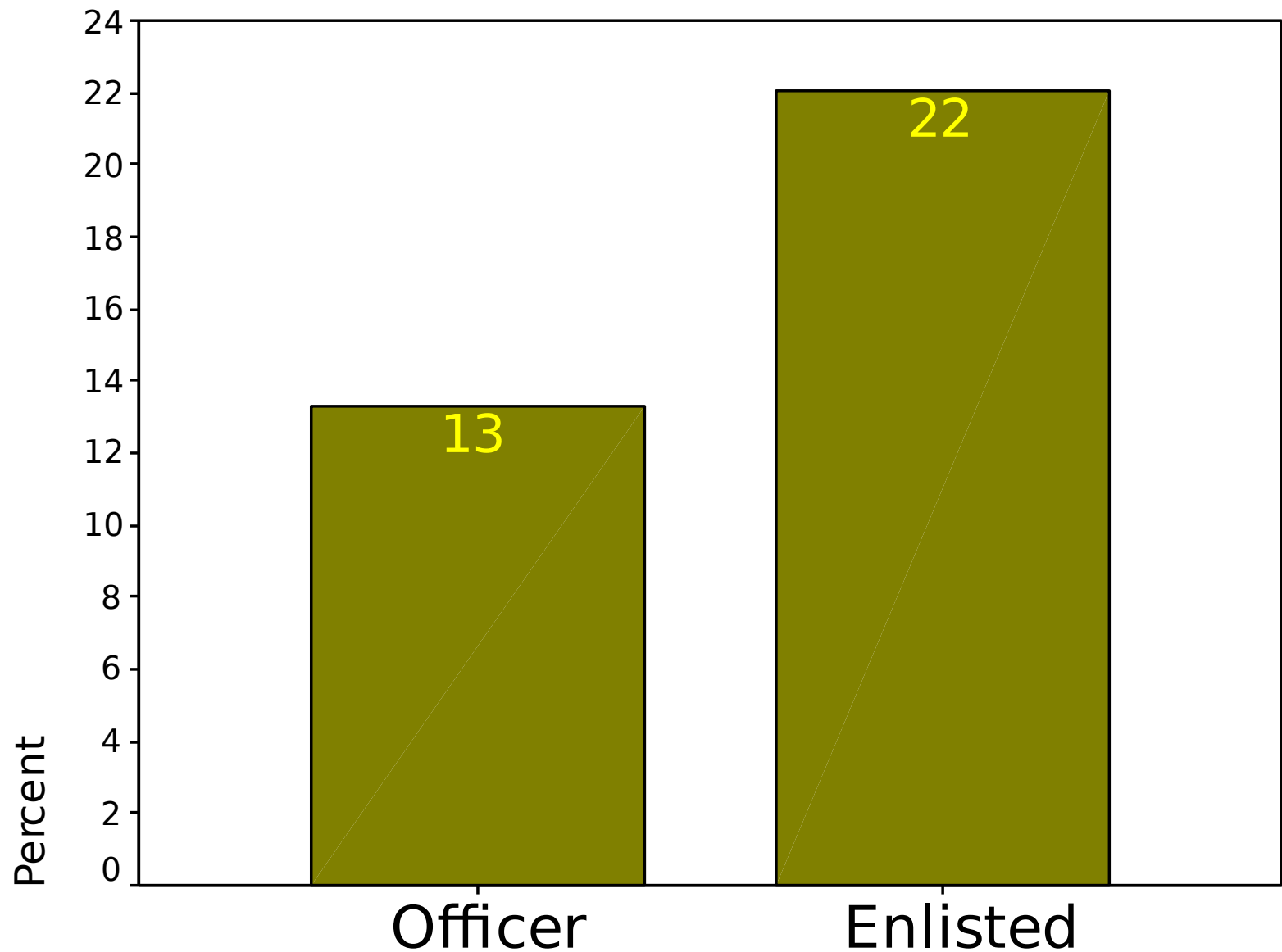
Family Members with Military Experience



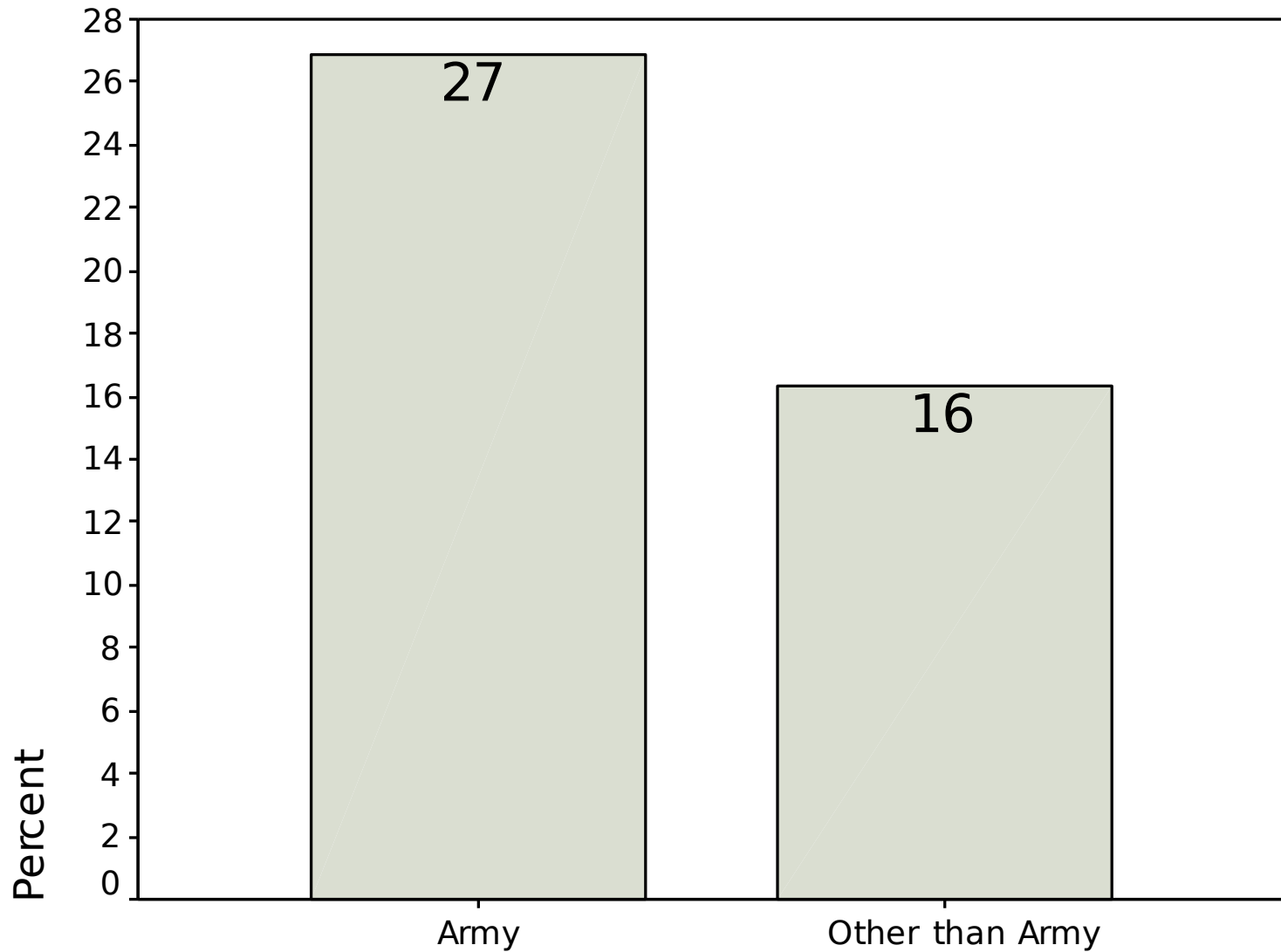
Immediate Family w/o Father with Military Experience



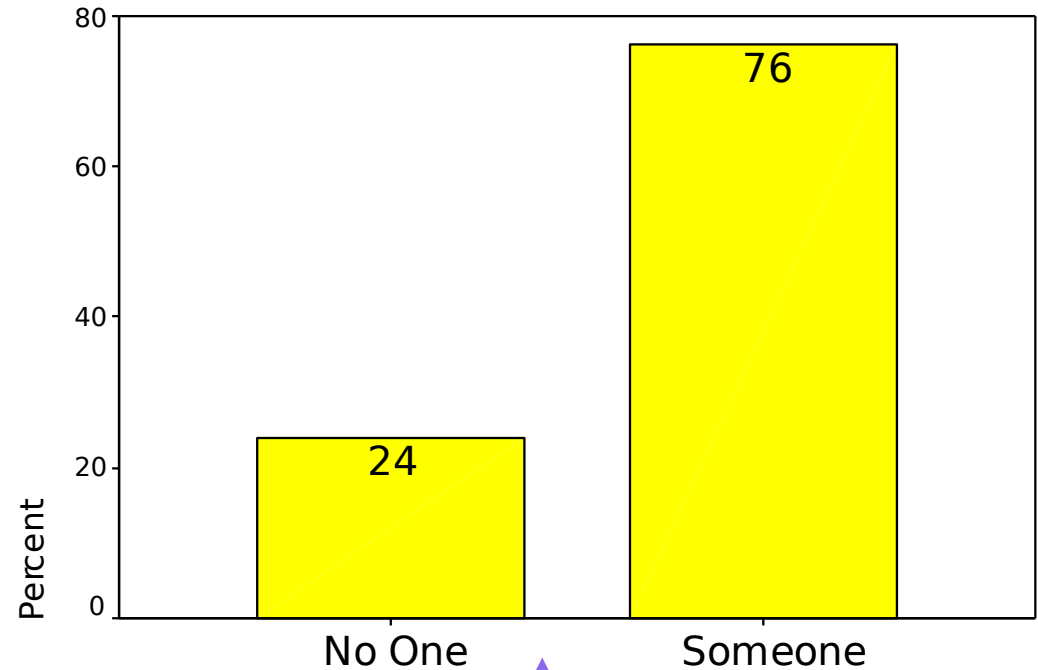
Father Nearly Twice as Likely to Be Enlisted



Father's Branch of Service



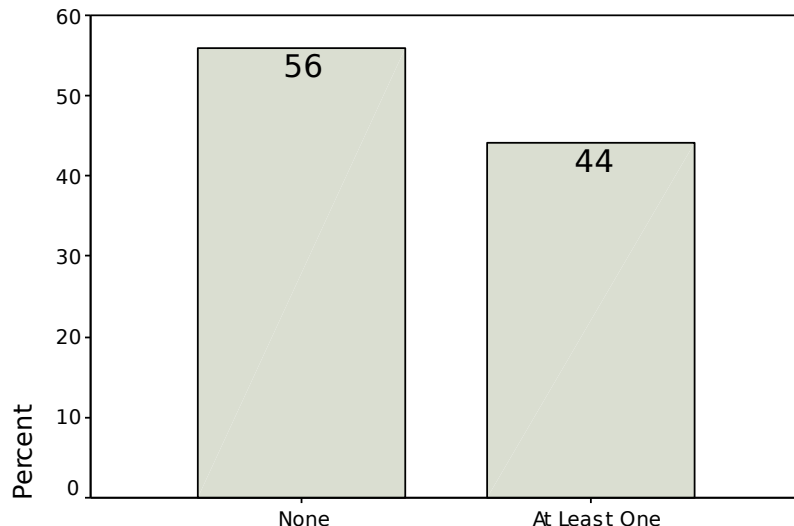
76% of MS1s Come from Families with Military Experience



The minority of cadets have immediate family experience in the military, with 39% having fathers with military experience and 5% with other than fathers. Multiple family members abound in the 44% who have immediate family experience.



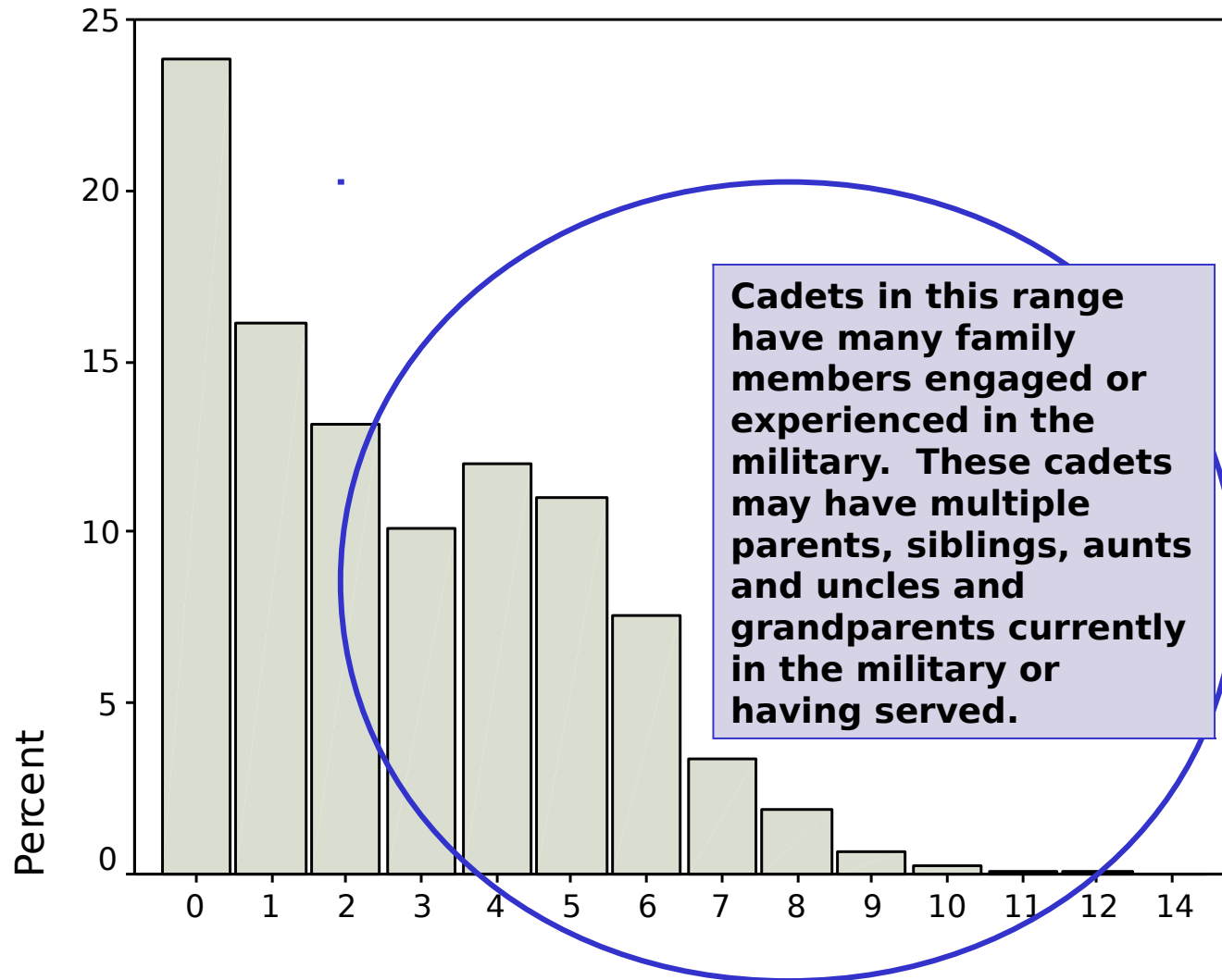
Cadets with Immediate Family Member
Military Experience



The majority of cadets have family military experience, including grandparents, aunts and uncles. The difference between the comparisons is 32% of cadets have family members other than immediate family with experience.



Composite Family Experience Score



Only Small Relationships of Commissioning to Family Military Experience Exist at the MS1 Level

Model Summary

Model	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.083^a	.007	.007	3.88

a. Predictors: (Constant), IMMFAM

ANOVA^a

Model		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	<i>Regression</i>	349.179	1	349.179	23.225	.000^b
	<i>Residual</i>	10080.613	3331	15.035		
	<i>Total</i>	10429.792	3332			

a. Predictors: (Constant), IMMFAM

b. Dependent Variable: STAYCOMM

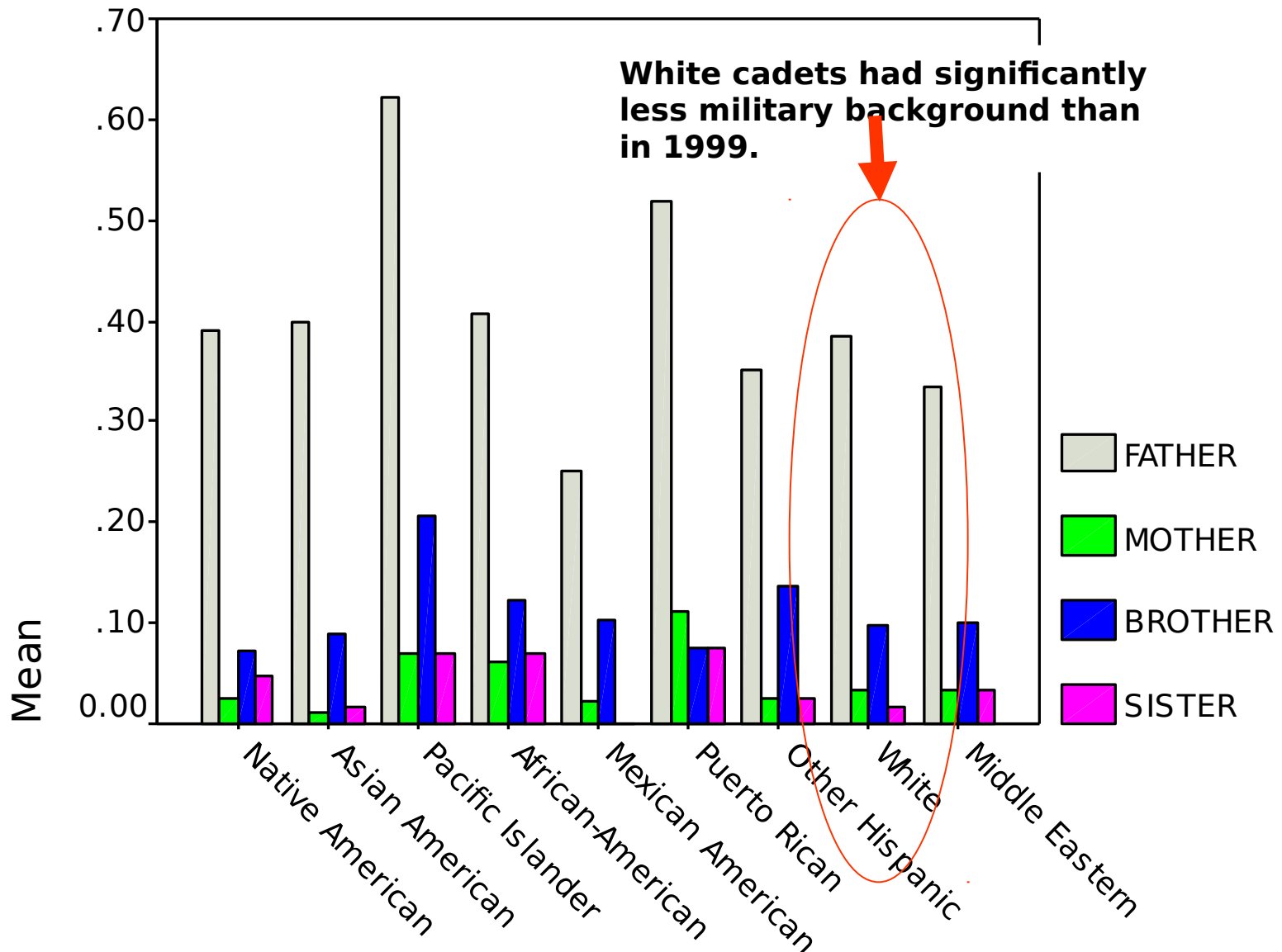
Coefficients^a

Model		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	<i>(Constant)</i>	4.759	.090		52.975	.000
	<i>IMMFAM</i>	.652	.135	.083	4.819	.000

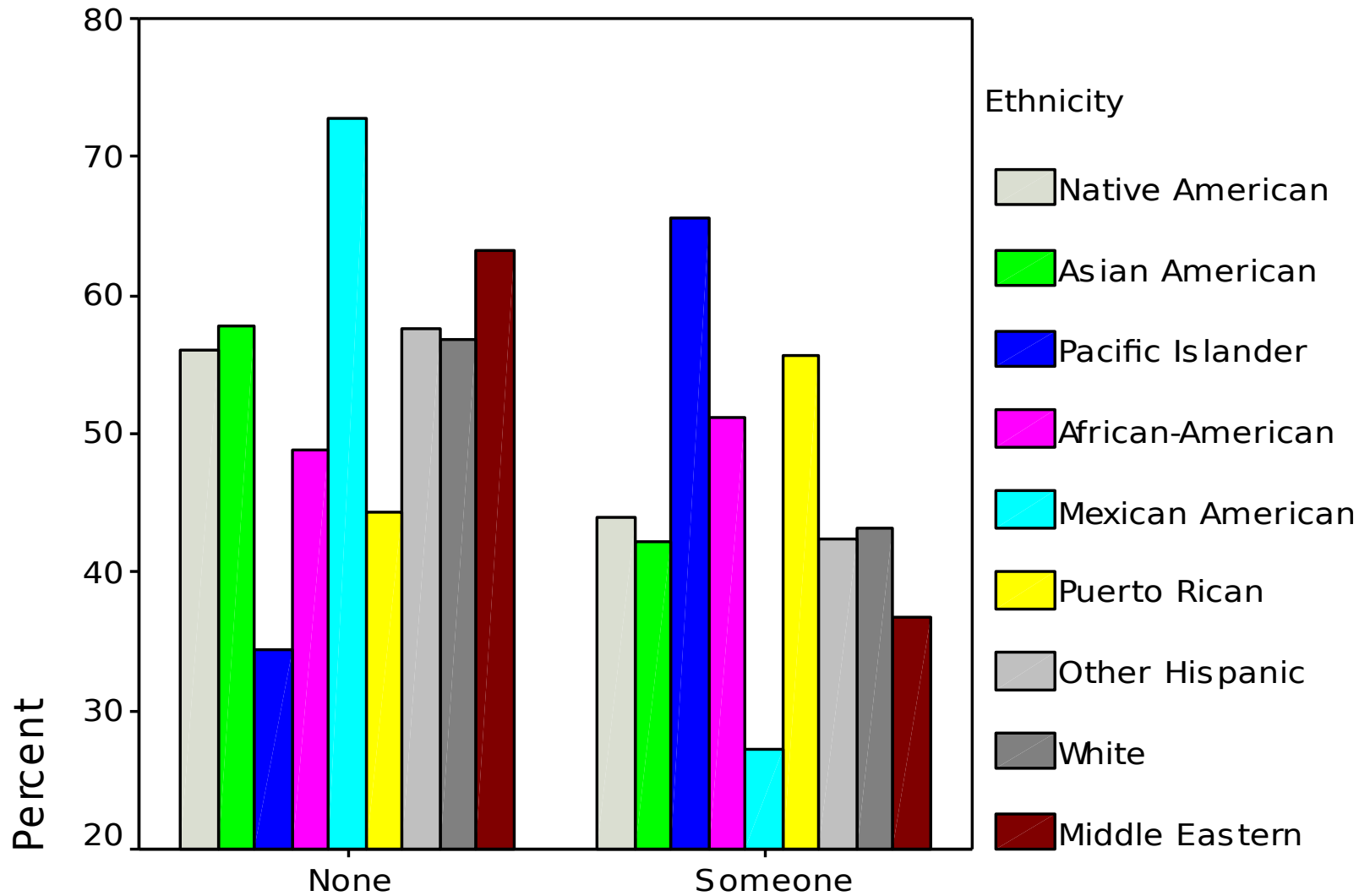
a. Dependent Variable: STAYCOMM

The impact of immediate family experience in the military is significantly related to the decision to commission, but the variance accounted for is very small. It is relatively unlikely that family background alone can predict, with any level of sophistication, the cadet's determination to remain in the program to commission.

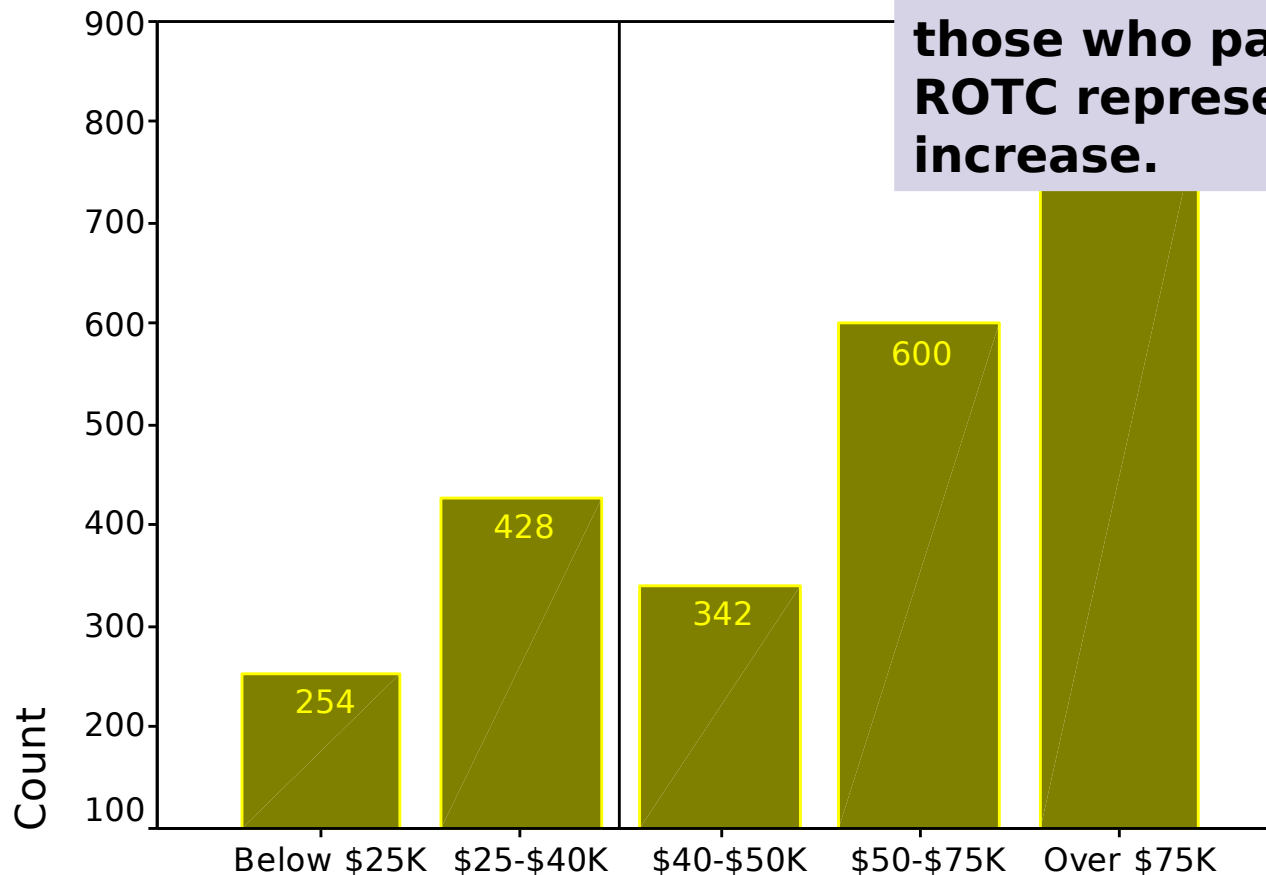
Family Military Experience by Ethnicity



Someone In Immediate Family Served In Military



Family Income If Known



National Median Family Income - \$39,979

Overwhelmingly, cadets come from families above the national median income. College students generally come from families slightly above the median income but those who participate in Army ROTC represent a significant increase.

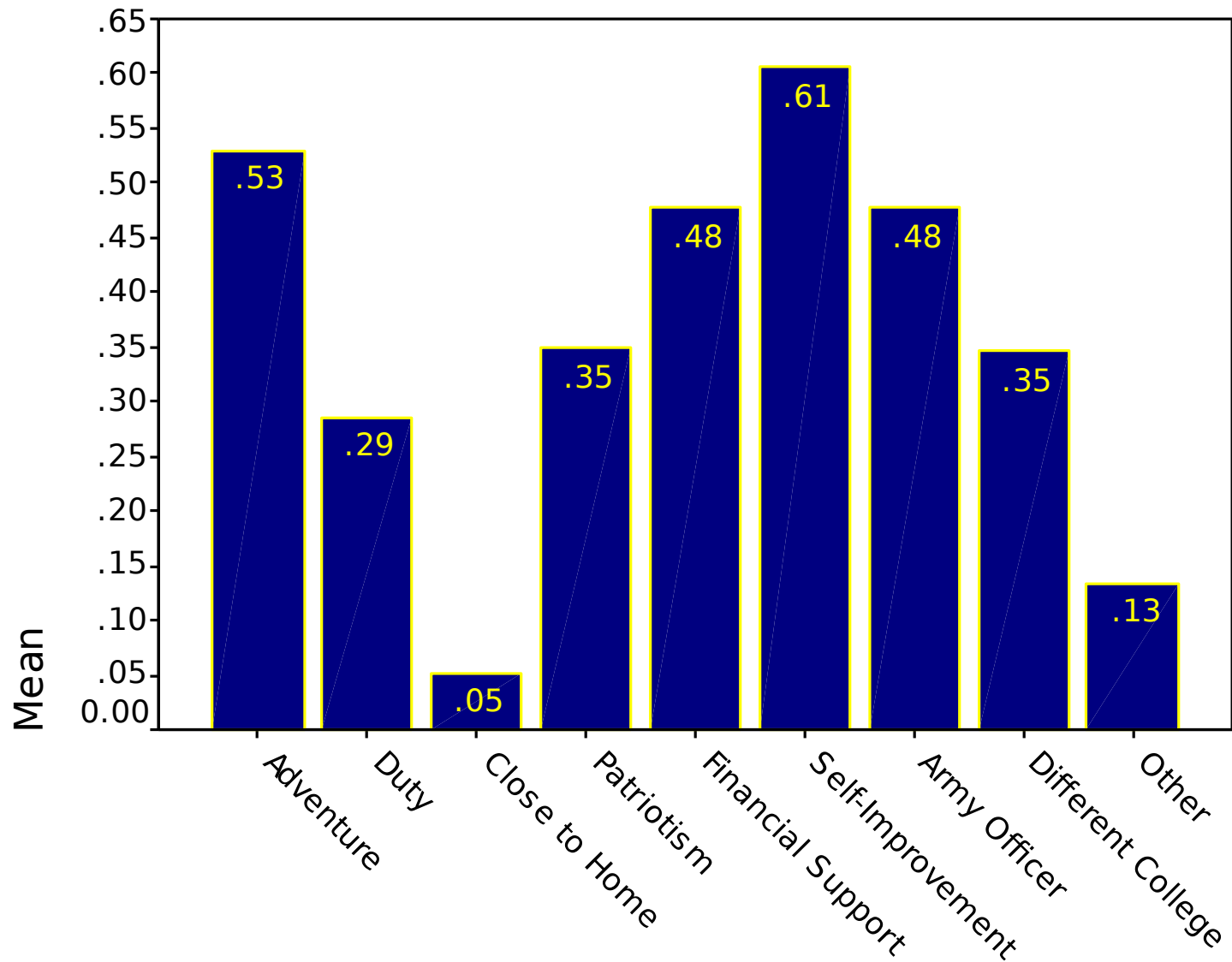
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- ✓ **Majors:**
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- ✓ **Military family experience of MS1s is more than twice the expected, but less than with upper classmen. This is consistent with previous surveys and shows that cadets without military family experience are more likely to drop out.**
- ✓ **There are no characteristics of the sample that would exclude representation of the parent**

Recruitment (Marketing Issues):

- **Motivation**
- **Influences (people)**
- **Decision to participate and remain enrolled**

What Motivated Enrollment



Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.312	.098	.093	3.72

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2717.056	9	301.895	21.843	.000
	Residual	5140.726	1819	13.821		
	Total	7857.781	1828			

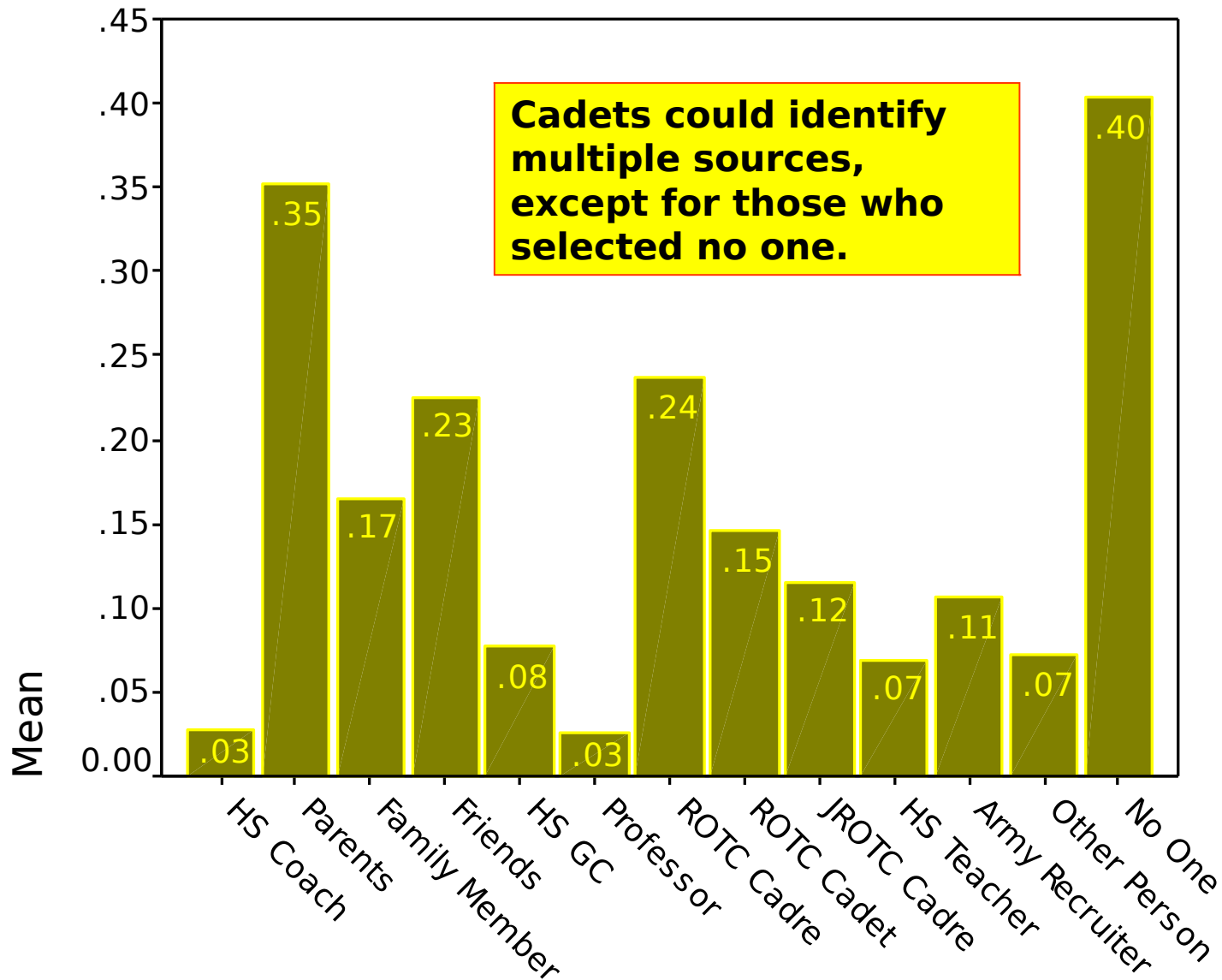
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.618	.196		23.536	.000
	Adventure	-.192	.194	-.024	-.990	.322
	Duty	2.810E-02	.236	-.003	-.119	.905
	Close to Home (RC)	.198	.396	.011	.501	.617
	Patriotism	.636	.224	.081	2.834	.005
	Financial Support	.599	.188	.077	3.191	.001
	Self-Improvement	.138	.207	.017	.668	.504
	Be an Army Officer	1.754	.211	.220	8.296	.000
	Something Different	-.567	.196	-.068	-2.898	.004
	No One	-.384	.262	-.034	-1.465	.143

a. Dependent Variable: COMMISS

Cadets' motivations had mild impact on plans to commission. Those cadets joining to become an Army officer were strongly motivated to continue. Financial support and patriotism also contributed.

Who Influenced to Attend ROTC



Model Summary Who Influenced and Commission Plans

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.137	.019	.012	3.88

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	523.909	13	40.301	2.676	.001
	Residual	7333.873	1815	15.060		
	Total	7857.781	1828			

Coefficients Who Influenced and Commission Plans

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.420	.186		29.116	.000
	High School Coach	-.4.702E-02	.493	-.002	-.095	.924
	Parents	.565	.203	.071	2.786	.005
	Family Member	.461	.246	.047	1.872	.061
	Friends	-.3.967E-03	.231	.000	-.017	.986
	Guidance Counselor	-.327	.334	-.025	-.977	.329
	Professor	-1.743	.605	-.068	-2.882	.004
	ROTC Cadre	.140	.236	.015	.592	.554
	ROTC Cadet	.110	.269	.010	.409	.683
	JROTC Cadre	.365	.252	.035	1.445	.149
	HS Teacher	.653	.348	.050	1.876	.061
	Army Recruiter	-.132	.298	-.011	-.445	.657
	Other Person	-.374	.356	-.025	-1.052	.293
	No One	.516	.203	.065	2.540	.011

Who Influenced and Commission

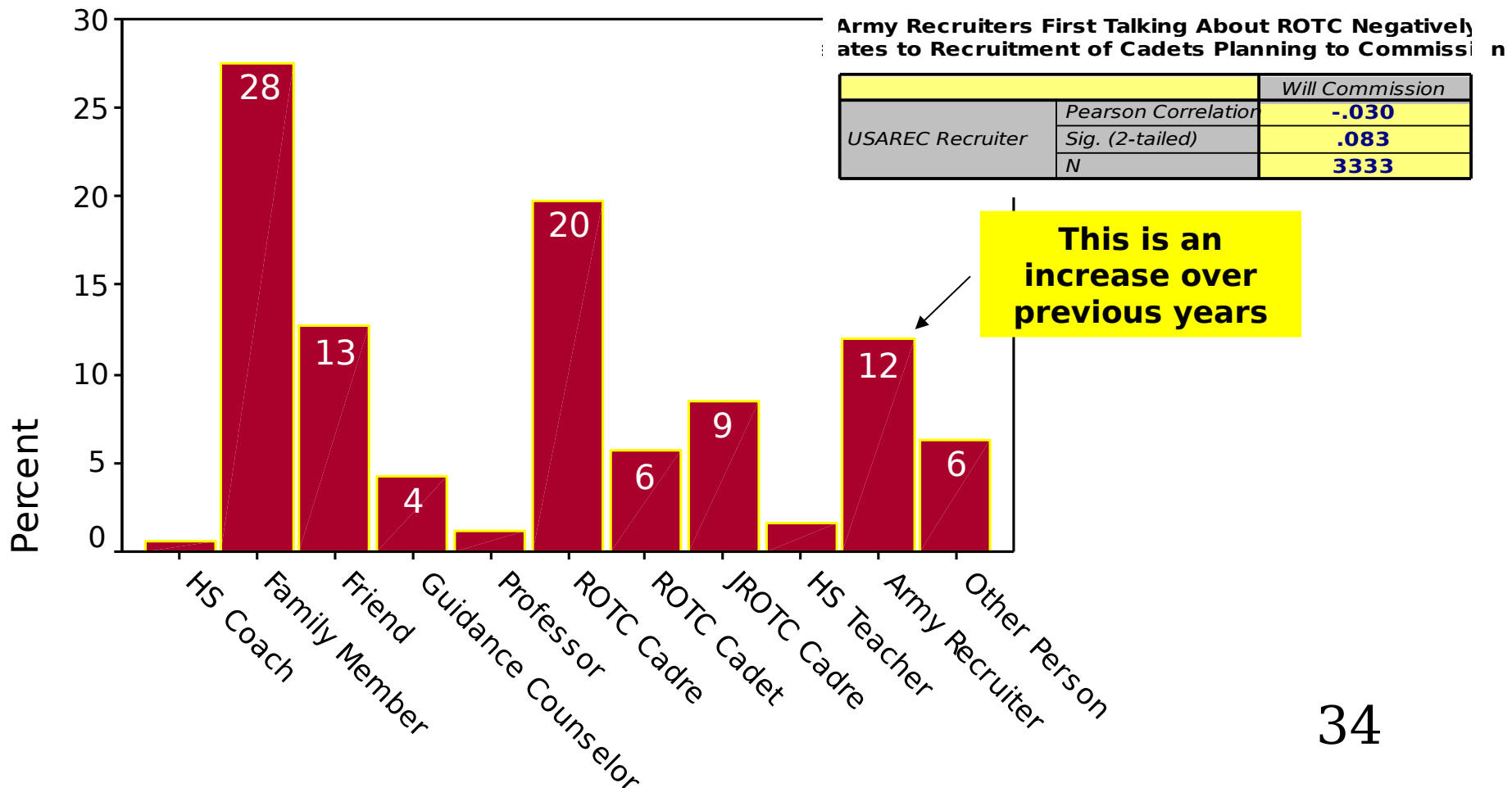
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Beyond parents, other others did not make a significant contribution to influencing the cadet who will commission.

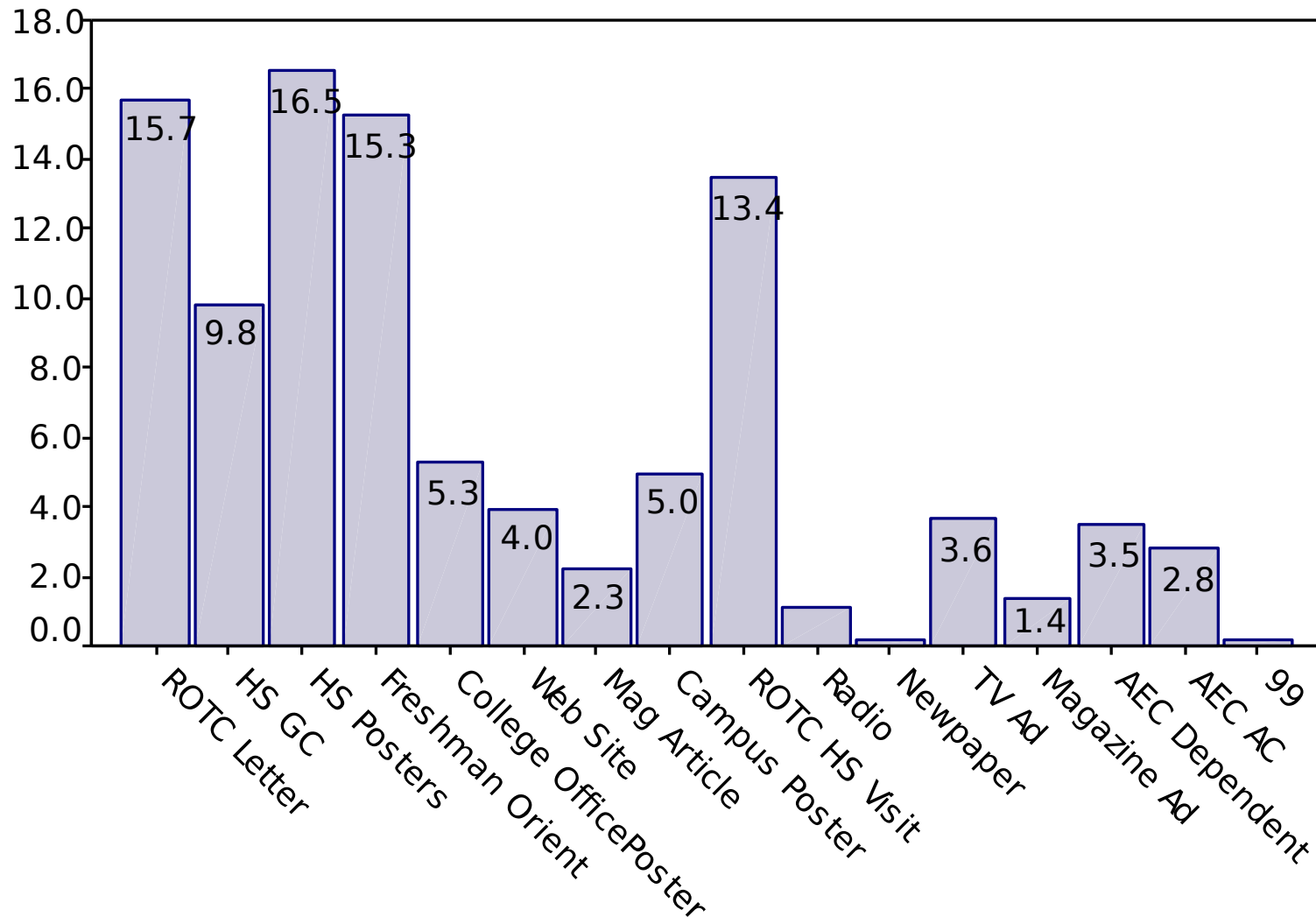
Who first talked to you about Army ROTC?

Family Member Is Most Frequent

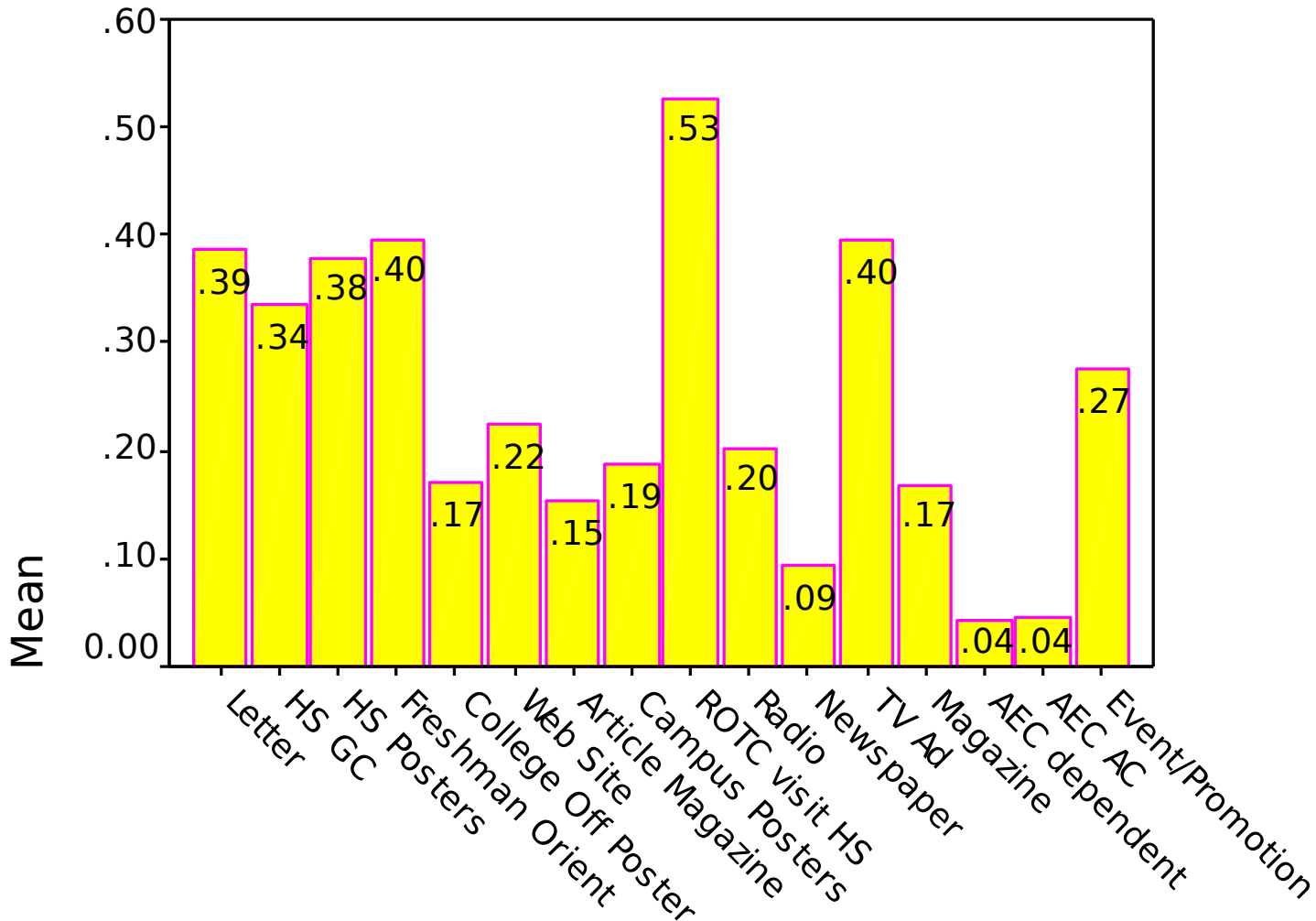
Single First Source; 35% Is ROTC



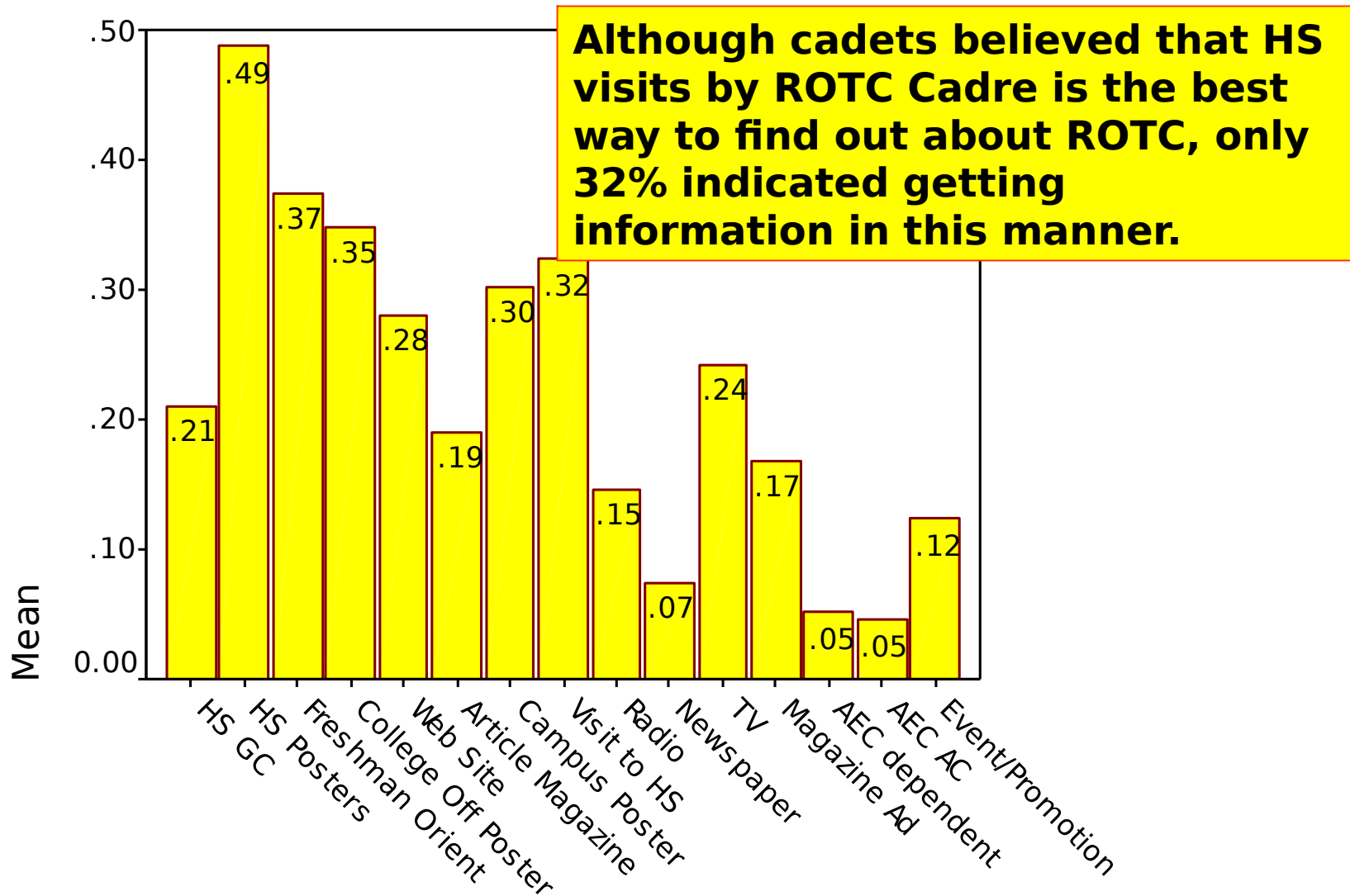
Percent Responding Where They First Learned About Army ROTC



Cadets Think ROTC Visits to High School Is the Most Effective

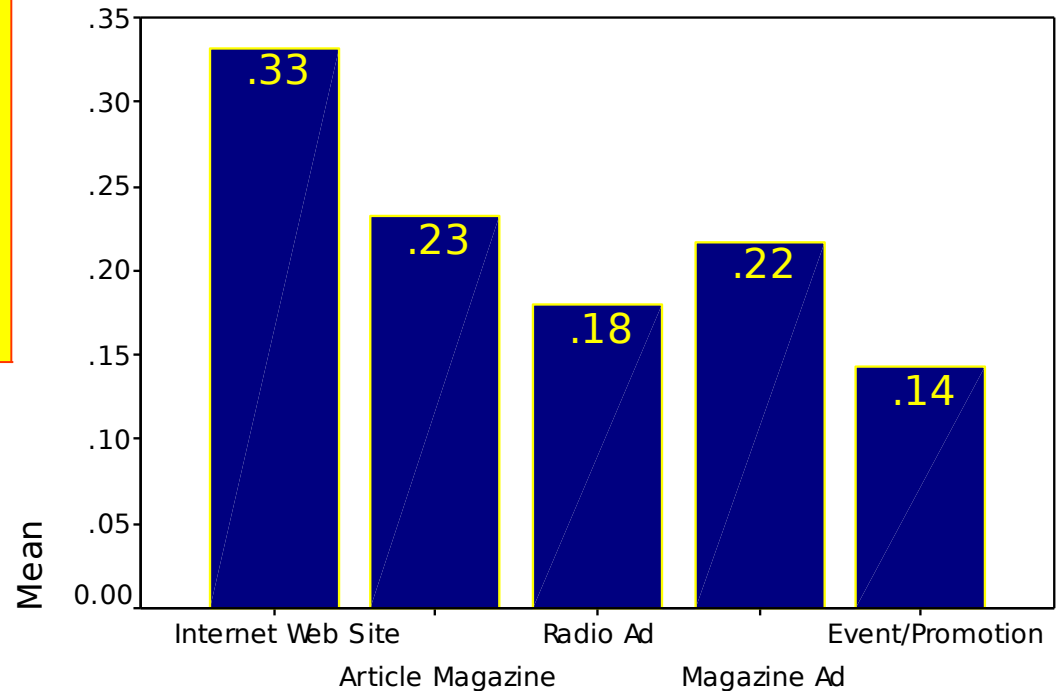


How Cadets Found Information

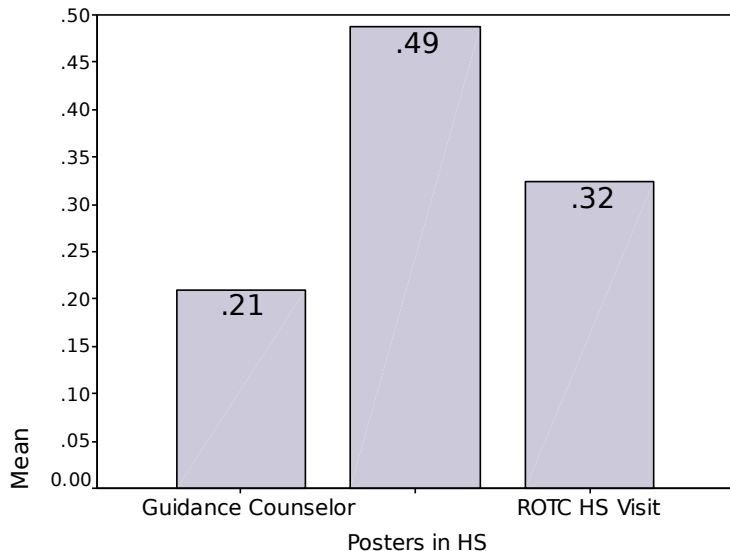


Learning about ROTC early meant web site usage, magazine coverage, and radio. It also meant posters and ROTC visits to High Schools.

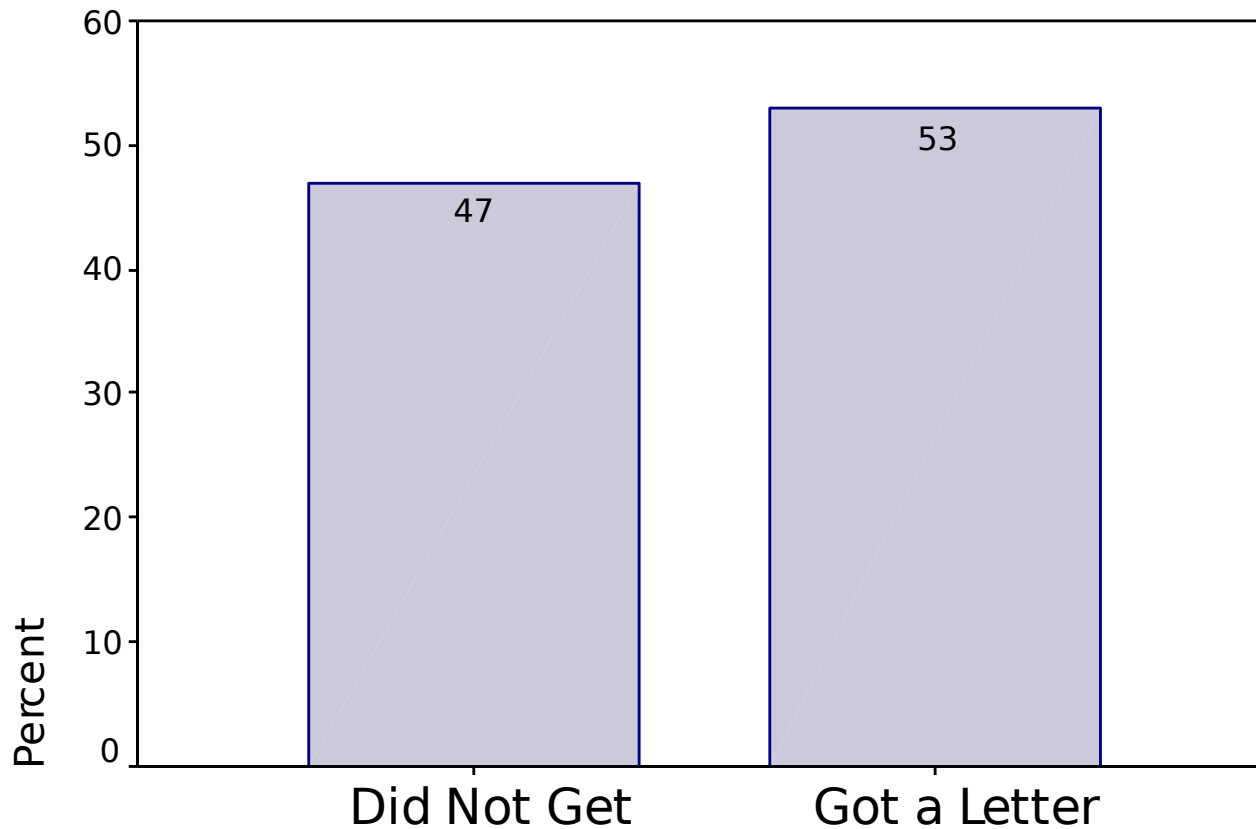
Those Cadets Who Learned Early About ROTC and Media of Learning



How Cadets Got Information in High School



53 Percent of Cadets Got a Letter From Army ROTC



How Cadets Found Out About ROTC and Their Decision to Commission

		WILL COMMISSION
Letter from ROTC	Pearson Correlation	.095
	Sig. (2-tailed)	.000
	N	3333
High School CG Recommendation	Pearson Correlation	.066
	Sig. (2-tailed)	.000
	N	3333
Posters in High School	Pearson Correlation	.040
	Sig. (2-tailed)	.022
	N	3333
Freshman Orientation	Pearson Correlation	-.098
	Sig. (2-tailed)	.000
	N	3333
Posters in College Office	Pearson Correlation	.012
	Sig. (2-tailed)	.489
	N	3333
Internet	Pearson Correlation	.141
	Sig. (2-tailed)	.000
	N	3333
Article in Magazine	Pearson Correlation	.022
	Sig. (2-tailed)	.204
	N	3333
Posters on College Campus	Pearson Correlation	.017
	Sig. (2-tailed)	.326
	N	3333

Cadets who learned about ROTC through freshman orientation were negative toward commissioning.

Cadets who learned about ROTC through internet were much more inclined to commission.

How Cadets Found Out About ROTC and Their Decision to Commission

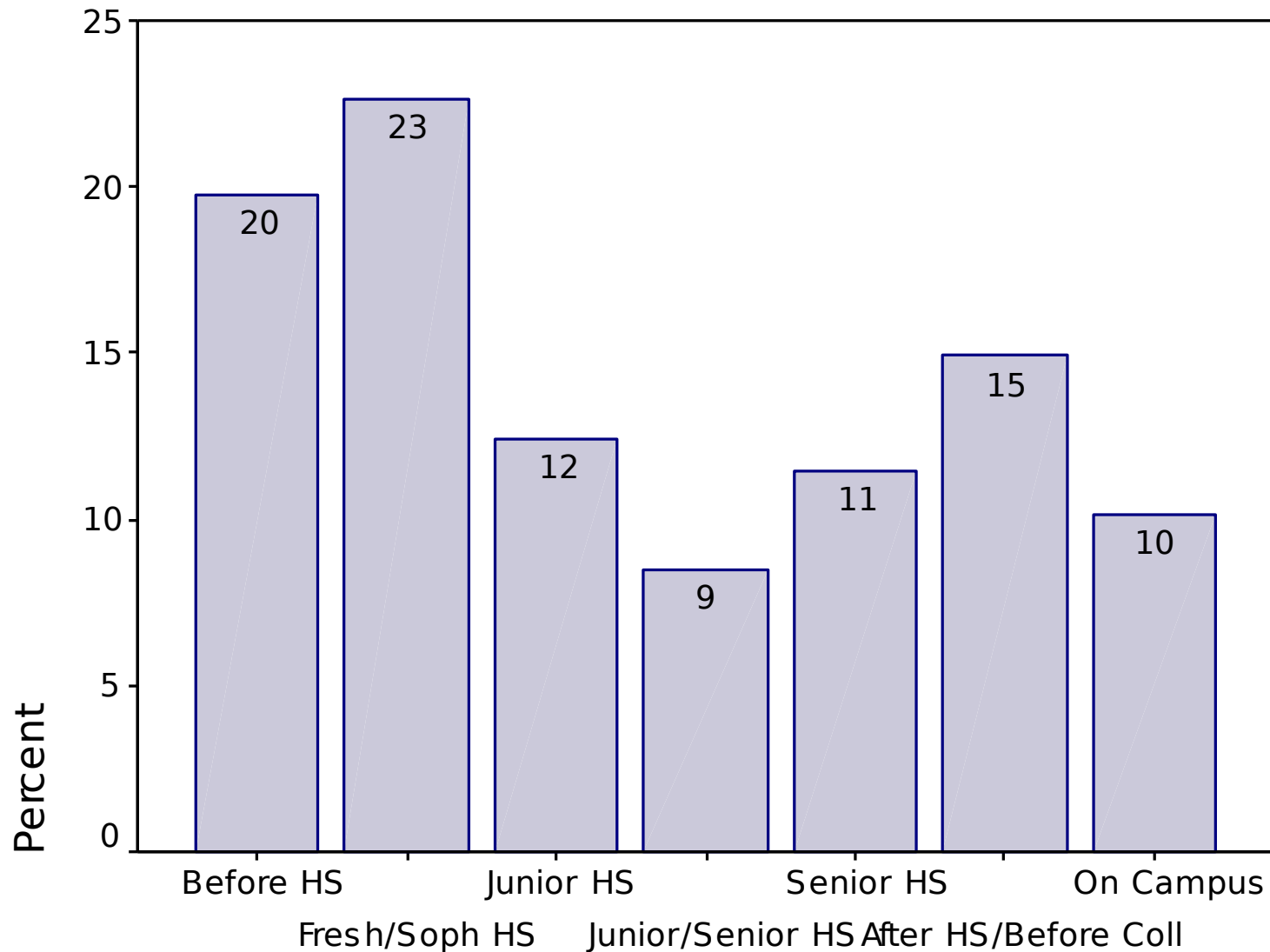
		WILL COMMISSION
ROTC Visit to HS	Pearson Correlation	.010
	Sig. (2-tailed)	.552
	N	3333
Radio Ad	Pearson Correlation	.001
	Sig. (2-tailed)	.937
	N	3333
Newspaper Ad	Pearson Correlation	.023
	Sig. (2-tailed)	.189
	N	3333
TV Ad	Pearson Correlation	-.030
	Sig. (2-tailed)	.087
	N	3333
Magazine Ad	Pearson Correlation	.036
	Sig. (2-tailed)	.038
	N	3333
AEC while dependent	Pearson Correlation	.019
	Sig. (2-tailed)	.280
	N	3333
AEC on AC	Pearson Correlation	.050
	Sig. (2-tailed)	.004
	N	3333
Event/Promotion	Pearson Correlation	.055
	Sig. (2-tailed)	.002
	N	3333

Cadets learning about ROTC through magazine ads were inclined to commission.

Cadets learning about ROTC at Army Education Centers were inclined to commission.

Cadets learning about ROTC at promotions or events were inclined to commission.

When First Learned of Army ROTC



The impact of early knowledge of ROTC significantly and **powerfully** related to the decision to commission. Early knowledge was defined as learning about ROTC before the junior year of high school. The relationship gains strength defined by timing of the knowledge. Essentially, those who learn about ROTC early are seven times more likely to plan to commission as those who learn after arriving at college.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.264^a	.070	.069	3.70

a. Predictors: (Constant), EARLYKNO

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3421.901	1	3421.901	249.806	.000^a
	Residual	5628.821	3331	13.698		
	Total	9050.722	3332			

a. Predictors: (Constant), EARLYKNO

b. Dependent Variable: COMMISS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.975	.095		41.649	.000
	EARLYKNO	2.036	.129	.264	15.805	.000

a. Dependent Variable: COMMISS

When Learned and Plans to Commission

Definitely Wills are 2.6 times greater than Definitely Won'ts for cadets who learned before HS. Cadets leaning toward commissioning are also larger than those leaning away.

Count

	Will Remain in ROTC Until Commission											Total
	Definitely Will Not	1	2	3	4	5	6	7	8	9	Definitely Will	
Before HS	100	27	21	23	23	68	25	35	44	29	264	659
Frsh/Soph HS	148	26	26	24	35	93	33	35	31	31	273	755
Junior HS	89	14	18	16	21	51	18	15	22	15	136	415
Jr to Sr HS	44	20	18	22	11	52	10	22	17	7	61	284
Senior HS	115	23	6	30	22	65	12	24	18	22	45	382
HS to College	121	64	30	37	36	110	13	19	14	10	44	498
In College	112	32	14	22	21	57	9	17	17	12	26	339
Total	729	206	133	174	169	497	120	167	163	126	849	3333

Cadets who learned after enrolling in college were far less likely to plan to commission. Cadets leaning toward commissioning are also larger than those leaning away.

Normal Progression and Early Knowledge Keys to Plan to Commission

Correlations

Both MS1 cadets who learned late about ROTC and those who were past their freshman year are not inclined to commission.

		WILL COMMISSION
YEAR IN COLLEGE	Pearson Correlation	-.093
	Sig. (2-tailed)	.000
	N	3329
WHEN LEARNED ABOUT ROTC	Pearson Correlation	-.224
	Sig. (2-tailed)	.000
	N	3333

Correlations

		WHEN LEARNED
YEAR IN COLLEGE	Pearson Correlation	.10045
	Sig. (2-tailed)	.00000
	N	3329

Cadets who were past their freshman year often learned about ROTC later, as expected.

Although it was expected that cadets coming from military families would have learned about ROTC earlier, the relationship was unexpectedly mild. Family military experience does not account for most of the differences in cadets learning about ROTC.

Backgrounds Learn About ROTC Earlier

		<i>Early Knowledge of Army ROTC</i>
<i>Aggregate Family Military Experience Score</i>	<i>Pearson Correlation</i>	.094
	<i>Sig. (2-tailed)</i>	.000
	<i>N</i>	3333

Summary of MS1 Recruitment:

✓ What motivates cadet enrollment:

- Cadets who wanted to be an Army officer, and who were patriotic tended to plan to commission.**
- Cadets who indicated that enrolling was linked to financial support were also more inclined to remain to commission.**

✓ Who influences the enrollment decision:

- A significant number of cadets said that no one influenced their decision to participate (40%).**
- Parents and ROTC cadre had the biggest impact.**

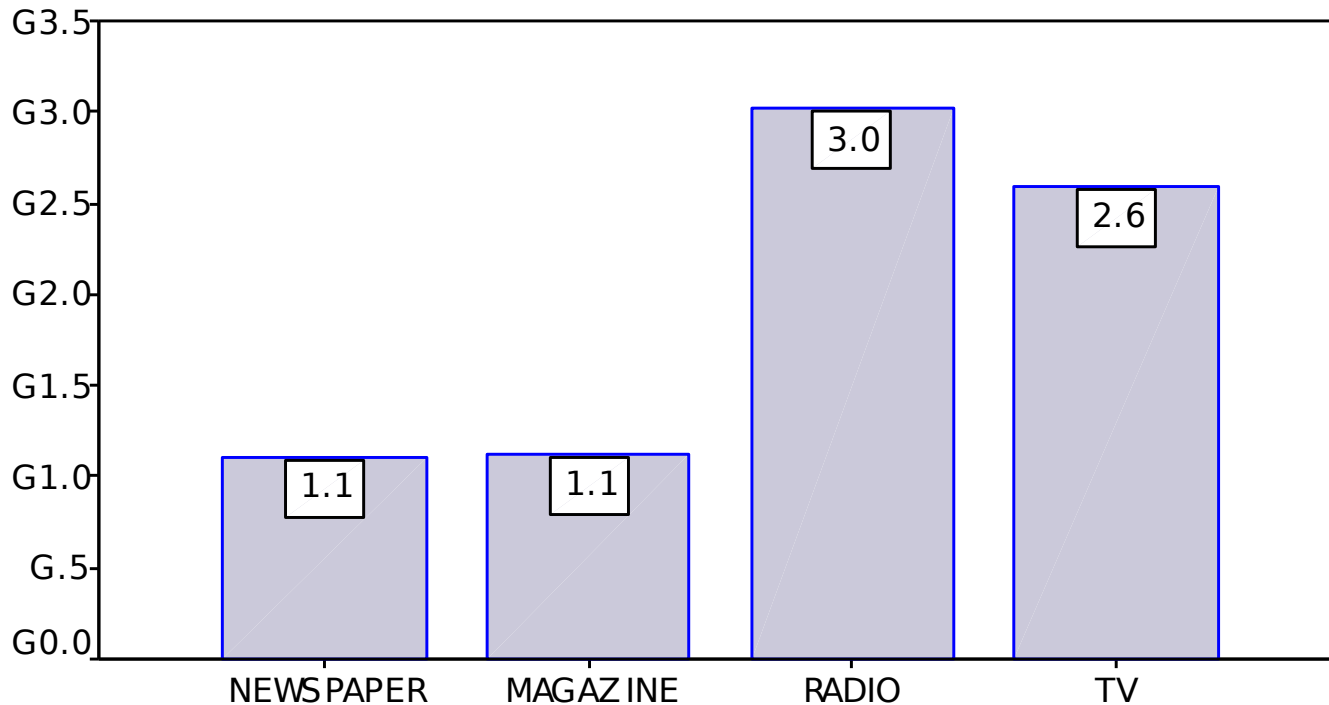
✓ How recruitment affects commissioning:

- Cadets who learned about ROTC before their junior year in high school were far more likely to plan to commission than those who learned later.**
- Cadets who learned about ROTC on campus were far less likely to plan to commission.**
- Those who learned in student orientation were negative toward remaining in ROTC.**

Recruitment (Advertising Issues):

- **Traditional Media**
- **Computers and web**

MS1s Have 3-4 Times as Much Electronic as Print Media Exposure



G3 = 11-15 hours per week

G1 = 1-5 hours per week

Radio and TV will net more time with prospects in this age group.

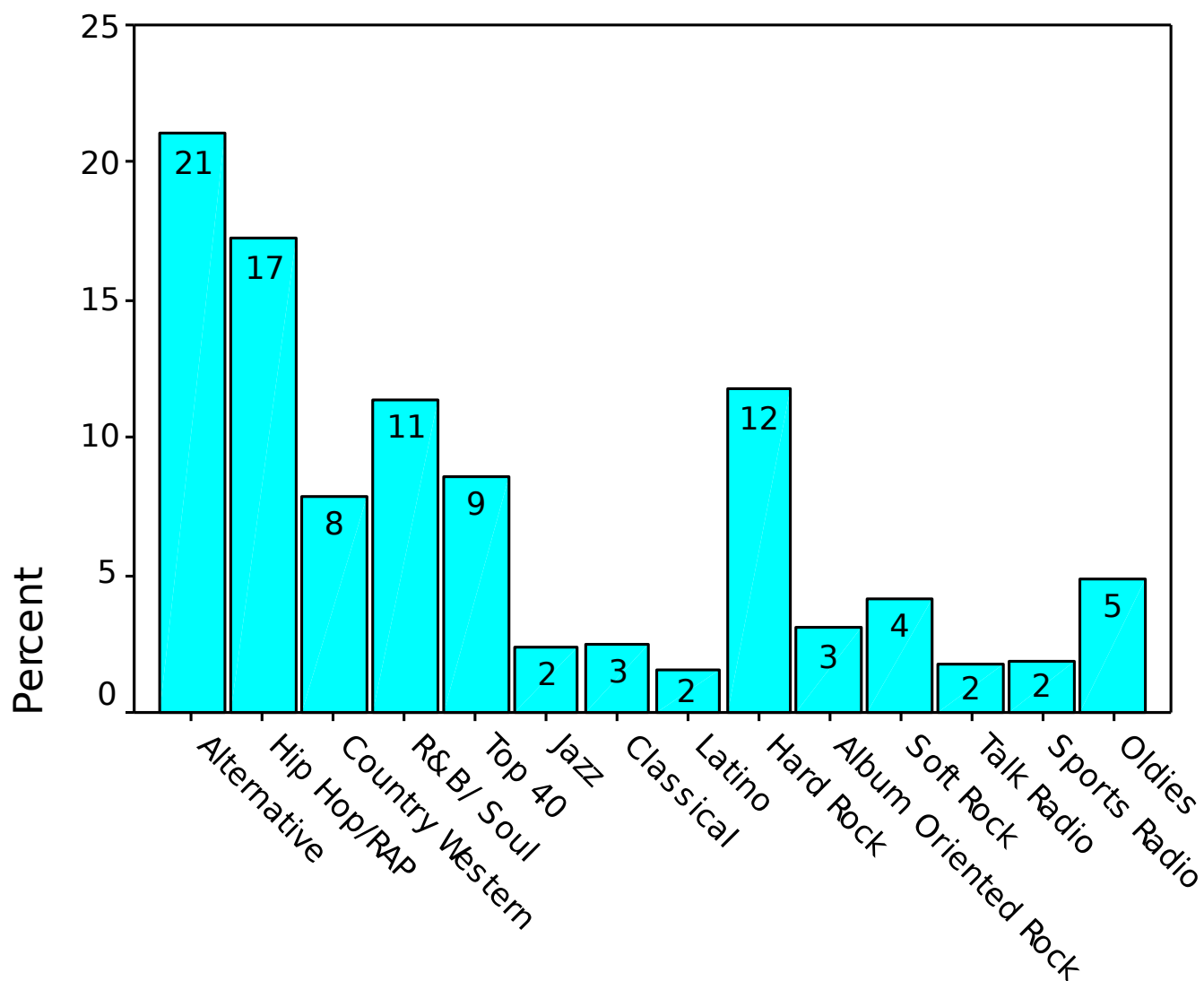
RADIO * RADIOFAV Crosstabulation

Count

		FAVORITE RADIO STATION FORMAT														Total
		ALTERNATIVE	HIP HOP/RAP	COUNTRY WESTERN	R&B SOUL	TOP 40	JAZZ	CLASSICAL	LATINO	HARD ROCK	ALBUM ORIENTED ROCK	SOFT ROCK	TALK RADIO	SPORTS	OLDIES	
HOURS PER WEEK LISTENING TO RADIO	None	36	22	9	10	7	2	7		22	3	2	4	5	10	139
	1-5 HRS	213	136	91	77	75	6	21	11	136	30	26	16	14	48	900
	6-10 HRS	205	109	89	63	71	9	12	5	112	26	26	8	5	29	769
	11-15 HRS	127	85	54	38	40	2	4	5	74	12	7	11	2	11	472
	16-20 HRS	98	65	38	39	36	1	5	3	39	8	6	4	2	6	350
	21-25 HRS	46	43	24	23	19		5		25	6	8	4		3	206
	26-30 HRS	35	30	15	15	11		2	2	19	4	5	2	1	6	147
	31-35 HRS	20	20	14	12	6				8	1	1			3	85
	36-40 HRS	19	13	6	10	6		1	1	14		1	3	1	3	78
	OVER 40	49	41	20	19	15		2	2	19	4	5	2		9	187
Total		848	564	360	306	286	20	59	29	468	94	87	54	30	128	3333

Alternative, Hip Hop and Hard Rock lead the field among MS1 cadets. Jazz, Classical and Talk Radio were not even in the running.

Second Favorite Radio Station



total	848	264	360	306	586	50	26	56	468	64	81	24	30	158	3333
WHITE	135	566	354	23	530	14	40	2	458	86	66	38	52	102	5418
	ALTERNATIVE	HOPKAB HIB	WESTERN COUNTRY	SOUL R&B	TOP 40	ALZZ	CLASSICAL	LATINO	ROCK HARD	D ROCK ORIENTE ALBUM	ROCK SOFT	RADIO TALK	2POK12	OLDIES	total
	RADIOFAN														

Count

WHITE * RADIOFAN Cross-tabulation

total	848	264	360	306	586	50	26	56	468	64	81	24	30	158	3333
BLACK	10	163	3	508	1	3	2	3	3		1	2	3	6	420
	ALTERNATIVE	HOPKAB HIB	WESTERN COUNTRY	SOUL R&B	TOP 40	ALZZ	CLASSICAL	LATINO	ROCK HARD	ROCK ORIENTED ALBUM	ROCK SOFT	RADIO TALK	2POK12	OLDIES	total
	RADIOFAN														

Count

BLACK * RADIOFAN Cross-tabulation

total	848	264	360	306	586	50	26	56	468	64	81	24	30	158	3333
HISPANIC	46	36	18	11	14	1	6	11	53	3	2	4		1	162
	ALTERNATIVE	HOPKAB HIB	WESTERN COUNTRY	SOUL R&B	TOP 40	ALZZ	CLASSICAL	LATINO	ROCK HARD	ROCK ORIENTED ALBUM	ROCK SOFT	RADIO TALK	2POK12	OLDIES	total
	RADIOFAN														

Count

HISPANIC * RADIOFAN Cross-tabulation

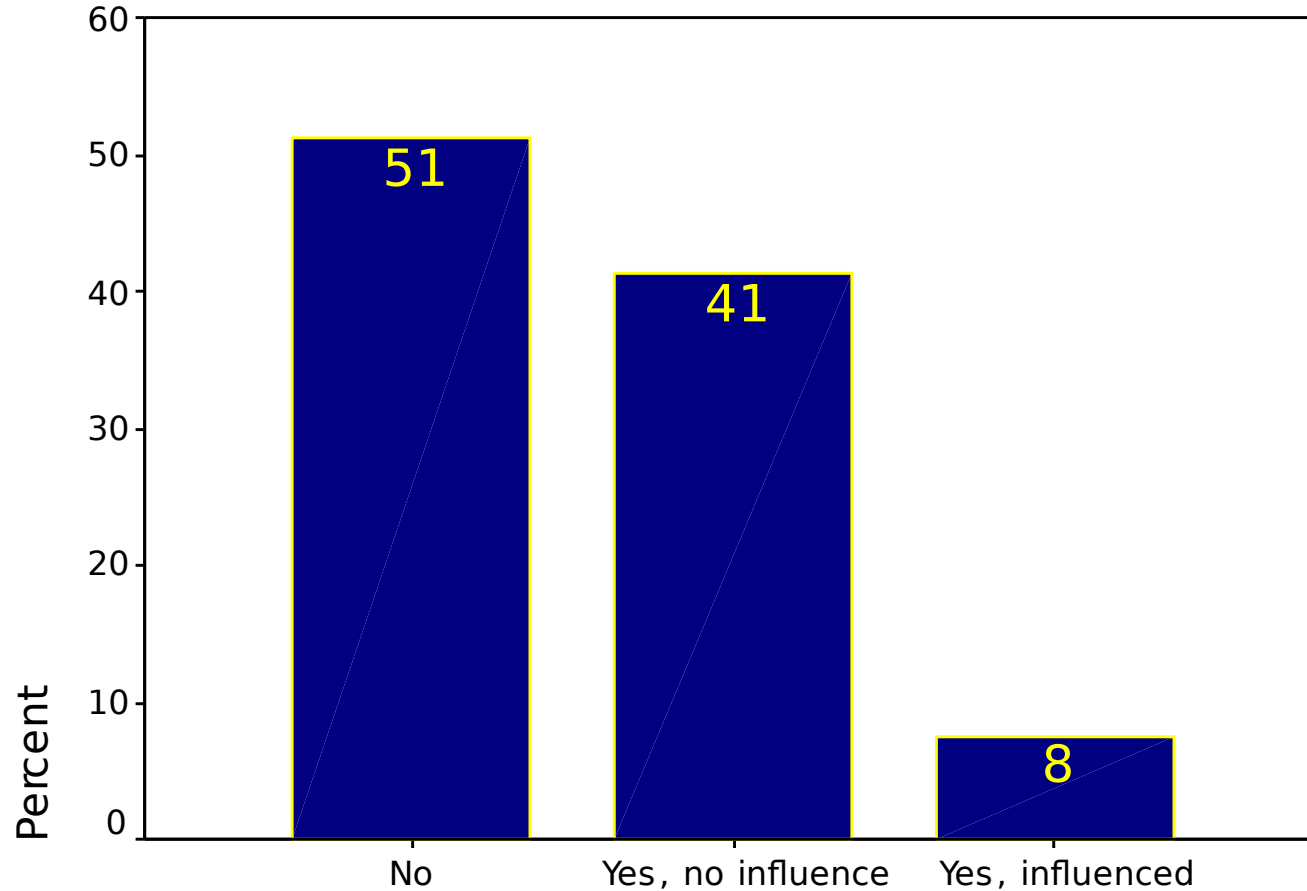
total	848	264	360	306	586	50	26	56	468	64	81	24	30	158	3333
API	41	25	1	58	58	5	6		6	5	10	3	5	1	161
	ALTERNATIVE	HOPKAB HIB	WESTERN COUNTRY	SOUL R&B	TOP 40	ALZZ	CLASSICAL	LATINO	ROCK HARD	ROCK ORIENTED ALBUM	ROCK SOFT	RADIO TALK	2POK12	OLDIES	total
	RADIOFAN														

Count

API * RADIOFAN Cross-tabulation

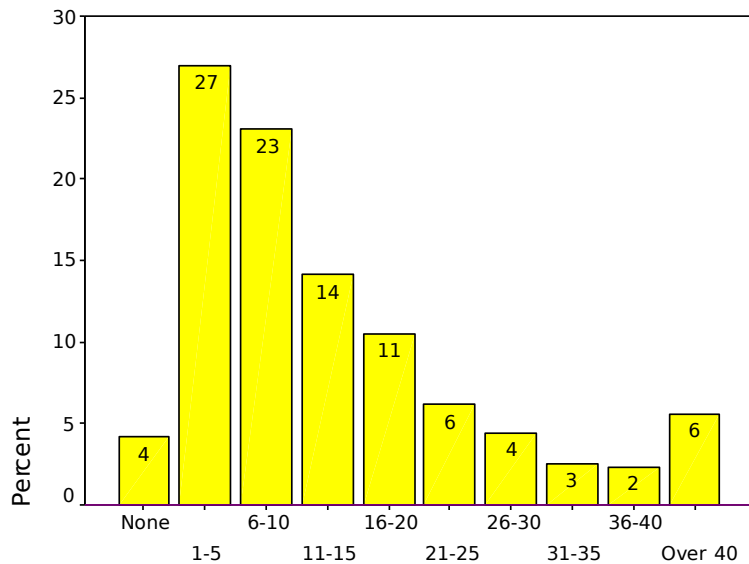
Heard ROTC Advertising on the Radio

8 percent said they were directly influenced to participate

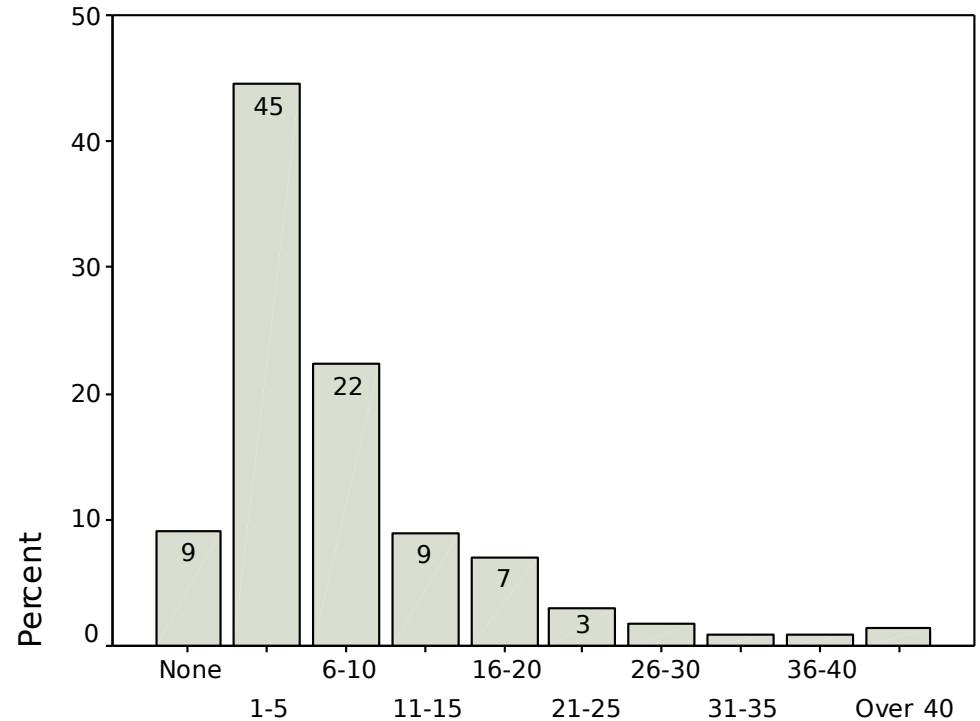


Cadets still spend more time listening to the radio than using a computer.

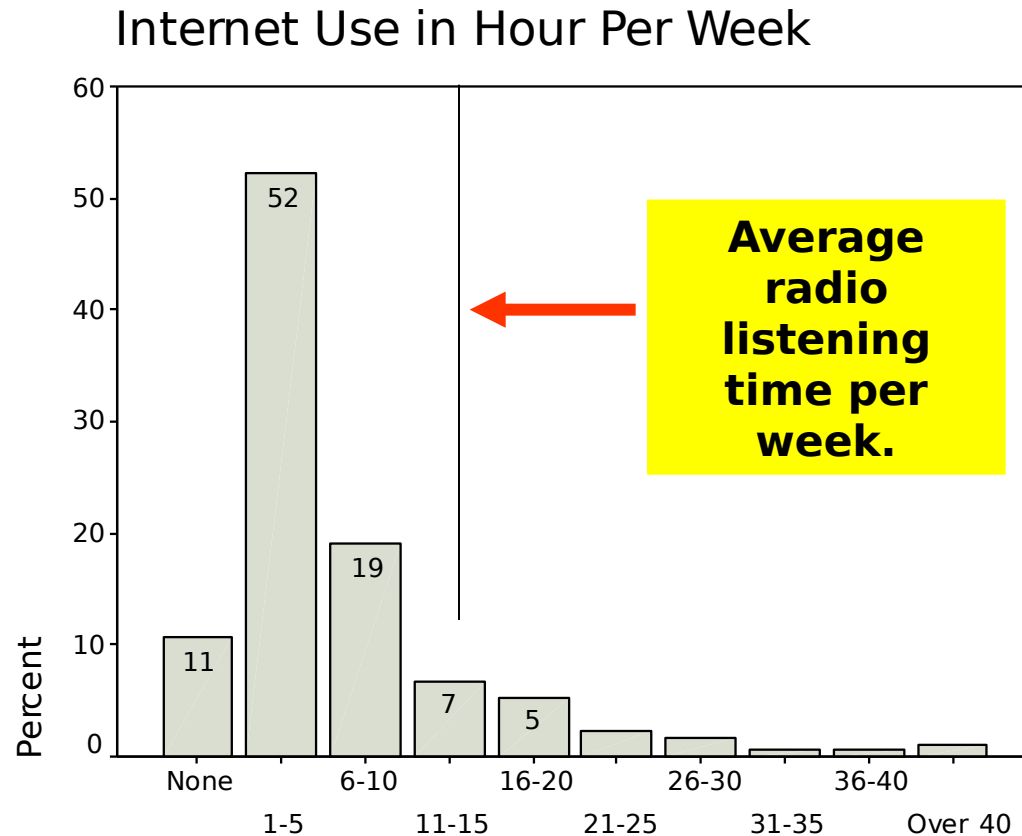
Radio Weekly Listening Hours



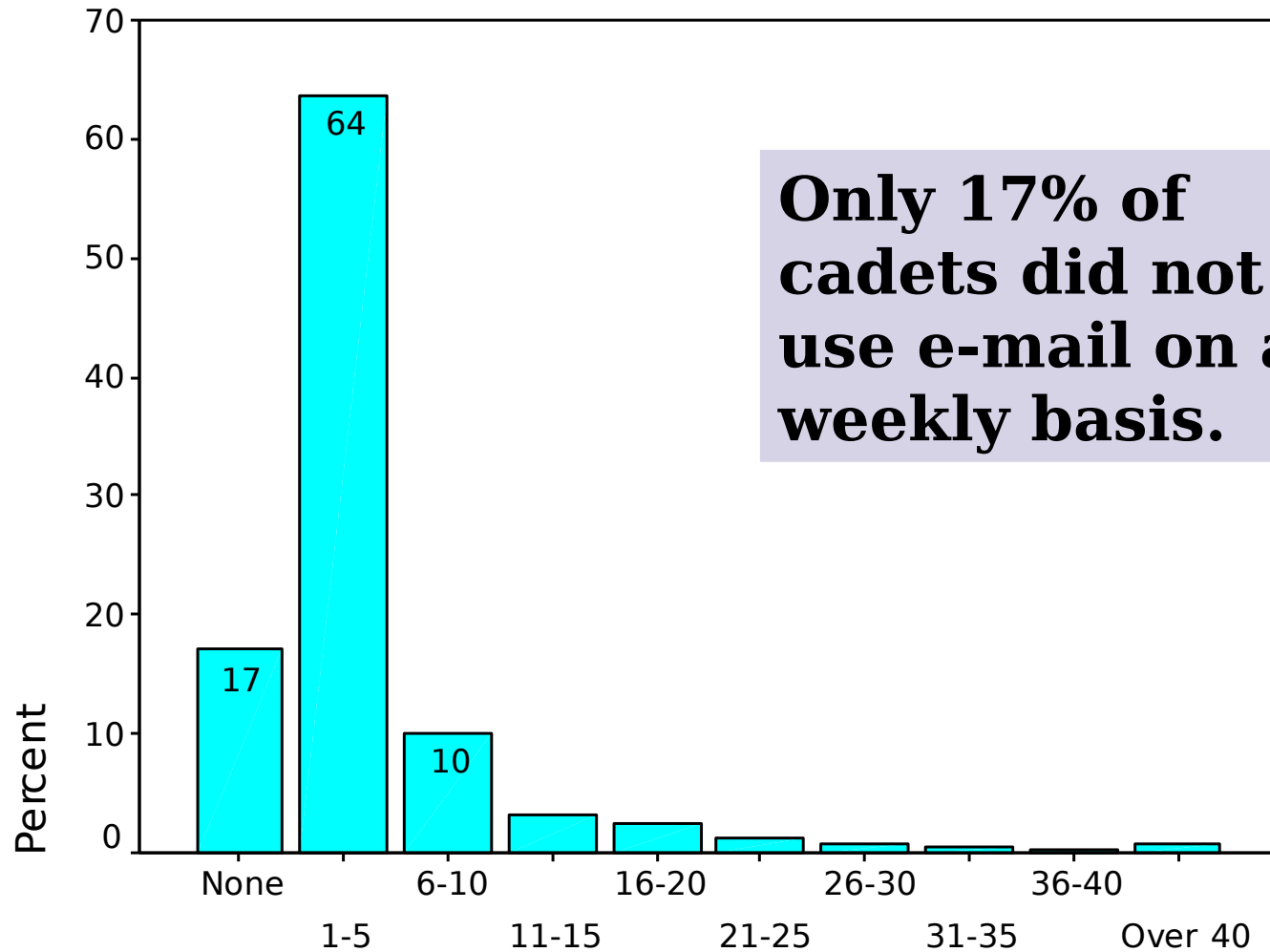
Personal Computer Use in Hours



Personal computer time is growing, but internet usage is well below radio listening for MS1s.



E-Mail Usage Weekly

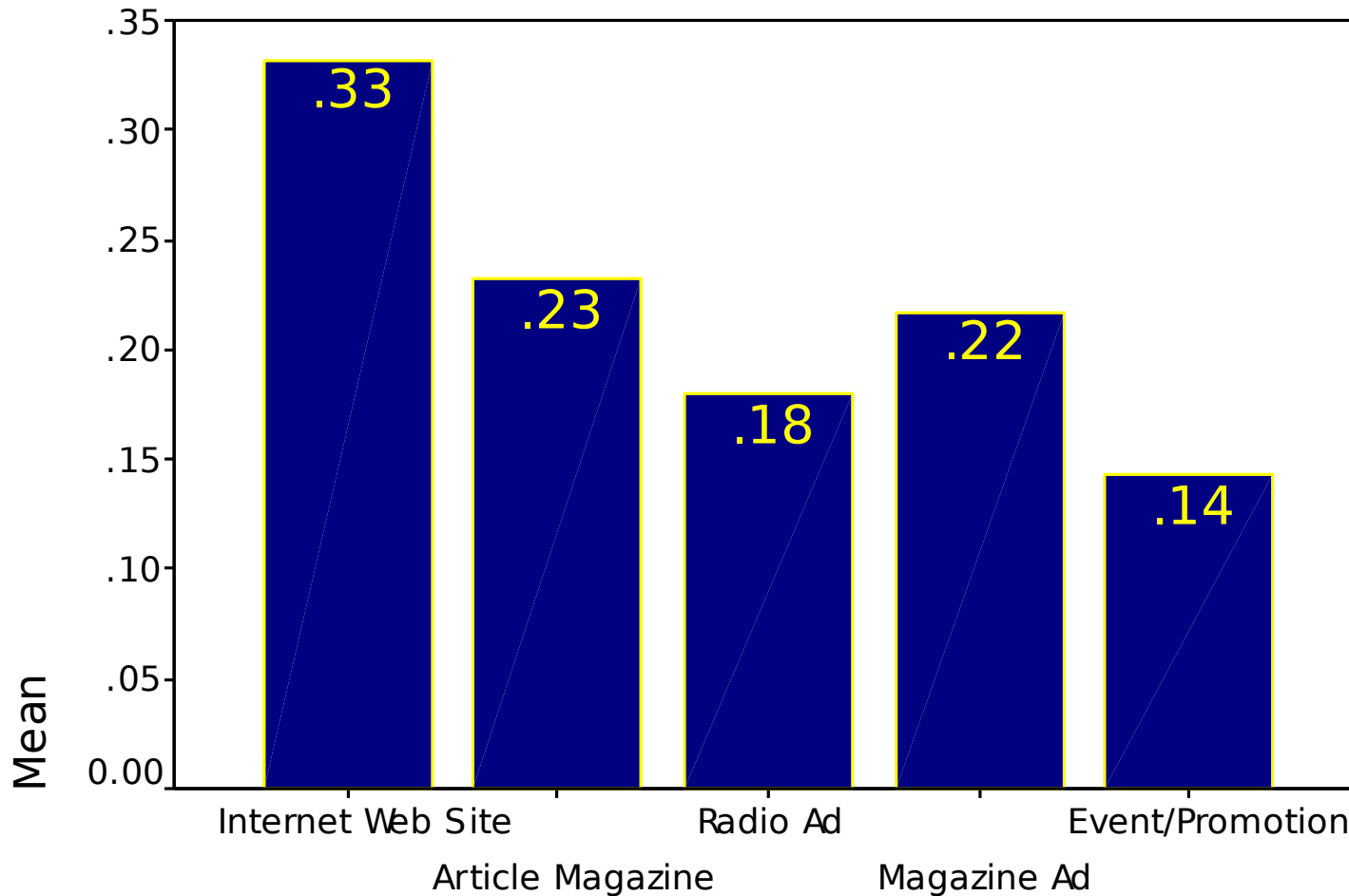


Cadet Readership of Magazines

- College Board (16.3%)
- College Outlook (10.9%)
- Newsweek (10.4%)
- Sports Illustrated (9.0%)
- ESPN (8.1%)
- People (7.3%)
- US News & World Report (5.1%) (I)
 - America's Best College
 - How to Pay for College
- Entertainment Weekly (4.8%)
- Seventeen (4.5%)
- Muscle & Fitness (3.9%)
- Rolling Stone (3.5%)
- Business/Fortune (3.4%) (I)
- Ebony (3.2%) (I)
- Four Wheel & Off-Road (3.1%)
- Black Collegian (3%)
- Black Enterprise (3%) (I)
- Jet (2.7%) (I)
- Cover Concepts (2.4%)
- Essence (2.4%) (I)
- Parade (2.2%)
- YM (2.2%)
- Game Pro (2.1%)
- Vibe (2.0%)
- Hispanic (1.5%) (I)
- Hot Rod (1.9%)
- Details (1.8%)
- Mademoiselle (1.7%)
- Source (1.6%)
- ML Baseball (1.5%)
- Sporting News (1.4%)
- Source Sports (1.4%)
- Vogue (1.4%)
- Low Rider (1.3%)
- Sport Truck (1.3%)
- Latin Girl (1.2%)
- Spin (1.2%)
- FHM (1.2%)
- Pro Surfer (1.1%)
- Jump (1.0%)
- Right Choices (1.0%)
- Latina (0.9%) (I)
- Hispanic Business (0.9%) (I)
- Urban Latino (0.8%)
- Super Onda (0.8%)
- Vista (0.7%) (I)

(I) Indicates influencer publication

Those Cadets Who Learned Early About ROTC and Media of Learning



COMMISS * HEARDRAD Crosstabulation

Count

		Heard Radio Ad		Total
		Did Not Influence	Influenced	
Commission	Definitely Will Not	318	48	366
	1	95	12	107
	2	51	9	60
	3	68	11	79
	4	69	16	85
	5	212	29	242
	6	43	16	59
	7	71	12	83
	8	72	15	87
	9	44	9	53
	Definitely Will	331	75	406
Total		1374	252	1627

For those who heard an ad, there was a positive effect on the decision to contract to commission. Radio, despite its small budget, had a significant effect on eight percent of all cadets to enroll, and tied to recruitment of cadets who intended to commission.

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. χ^2	Approx. Sig.
Ordinal by Ordinal Spearman Correlation	.059	.025	2.403	.016
N of Valid Cases	1627			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

Summary of MS1 Advertising and Media:

- ✓ **Awareness campaign is critical to getting early knowledge of ROTC and subsequent desire to commission.**
- ✓ **Electronic versus print media:**
 - **Radio is the favorite media.**
 - **Alternative, Hip/Hop and rock lead the types of stations.**
 - **Talk radio, jazz and classical bring up the bottom.**
 - **Growth of internet still leaves it well behind radio in terms of exposure.**
 - **Radio convinced eight percent of cadets to enroll.**
 - **Those cadets who sought out ROTC on the internet were highly motivated to remain until commission.**
 - **Internet impacts at a younger age than other media.**
 - **Magazines were mildly effective.**
- ✓ **Considering the limited reach and frequency allowed by resources, national media is making an**

Summary of MS1 Advertising and Media:

✓ Top magazines:

- College Board (16.3%)
- College Outlook (10.9%)
- Newsweek (10.4%)
- Sports Illustrated (9.0%)
- ESPN (8.1%)
- People (7.3%)
- US News & World Report (5.1%) (I) America's Best Colleges / How to Pay for College Issues
- Entertainment Weekly (4.8%)
- Seventeen (4.5%)
- Muscle & Fitness (3.9%)
- Rolling Stone (3.5%)
- Business/Fortune (3.4%) (I)
- Ebony (3.2%) (I)

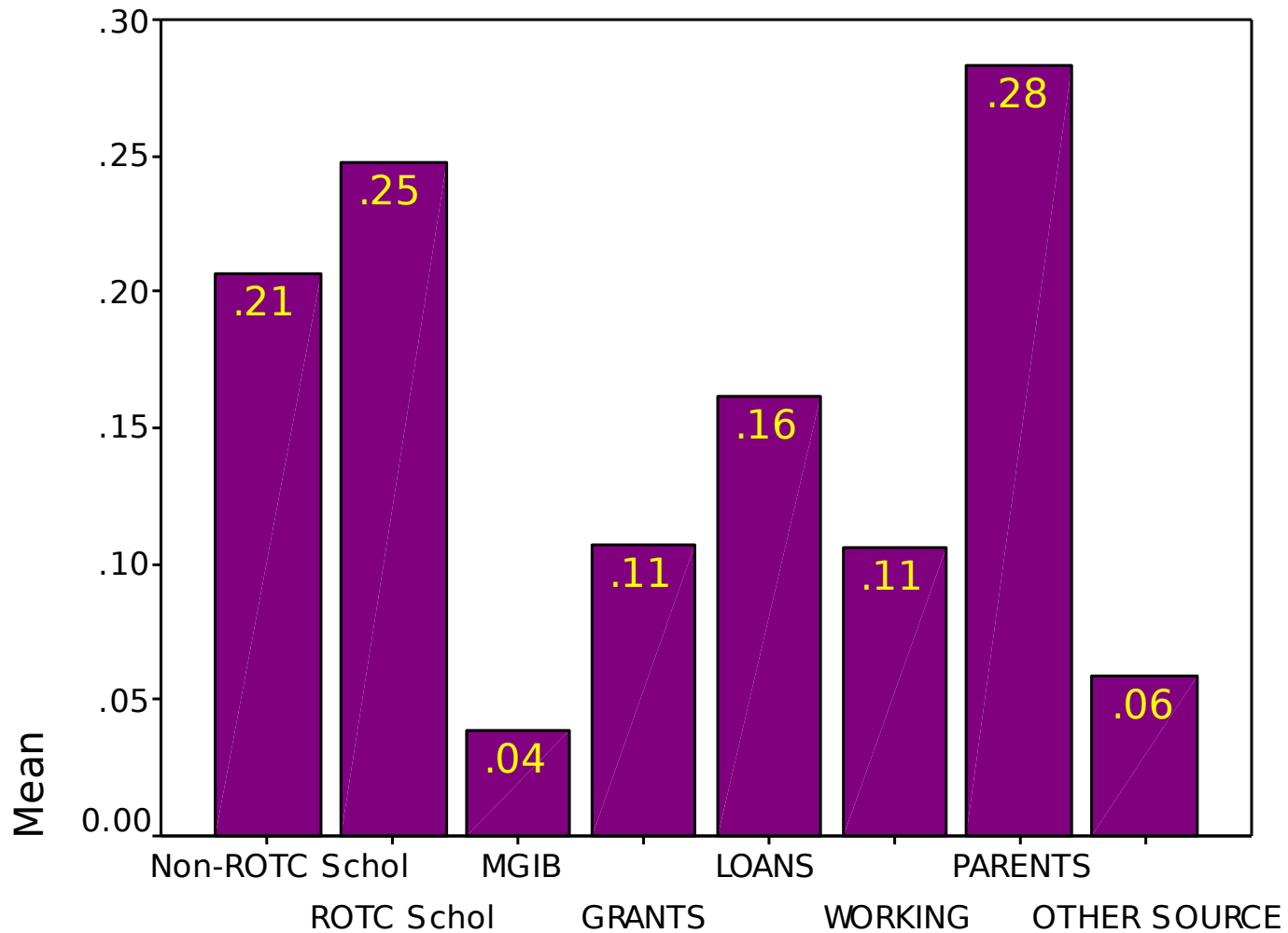
✓ General conclusions:

- While radio and TV are critical to gain exposure, internet is a growth industry amongst younger prospects.
- Need to focus on Arbitron rated high impact for 12-16 year olds in radio and look at cable

Cadet Finances:

- **How cadets pay for school**
- **Scholarships**
- **Working**

Cadet Finances



Correlations of Finances with Family Income

		Family Income
PARENTS	Pearson Correlation	.084
	Sig. (2-tailed)	.000
	N	3332
LOANS	Pearson Correlation	-.045
	Sig. (2-tailed)	.010
	N	3332
GRANTS	Pearson Correlation	-.073
	Sig. (2-tailed)	.000
	N	3332
WORKING	Pearson Correlation	.009
	Sig. (2-tailed)	.605
	N	3332
Non- ROTC Scholarship	Pearson Correlation	-.027
	Sig. (2-tailed)	.122
	N	3332
ROTC Scholarship	Pearson Correlation	.018
	Sig. (2-tailed)	.304
	N	3332

Grants correlate negatively to Family Income

ROTC scholarships correlate very mildly to Family Income.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.175^a	.030	.029	3.78

a. Predictors: (Constant), PARENTS, rotcschol, NROTC SCH, WORKING, LOANS, GRANTS

Source of Finances for School Contribute Significantly to Determining Whether the Cadet Plans to Stay Until Commissioning

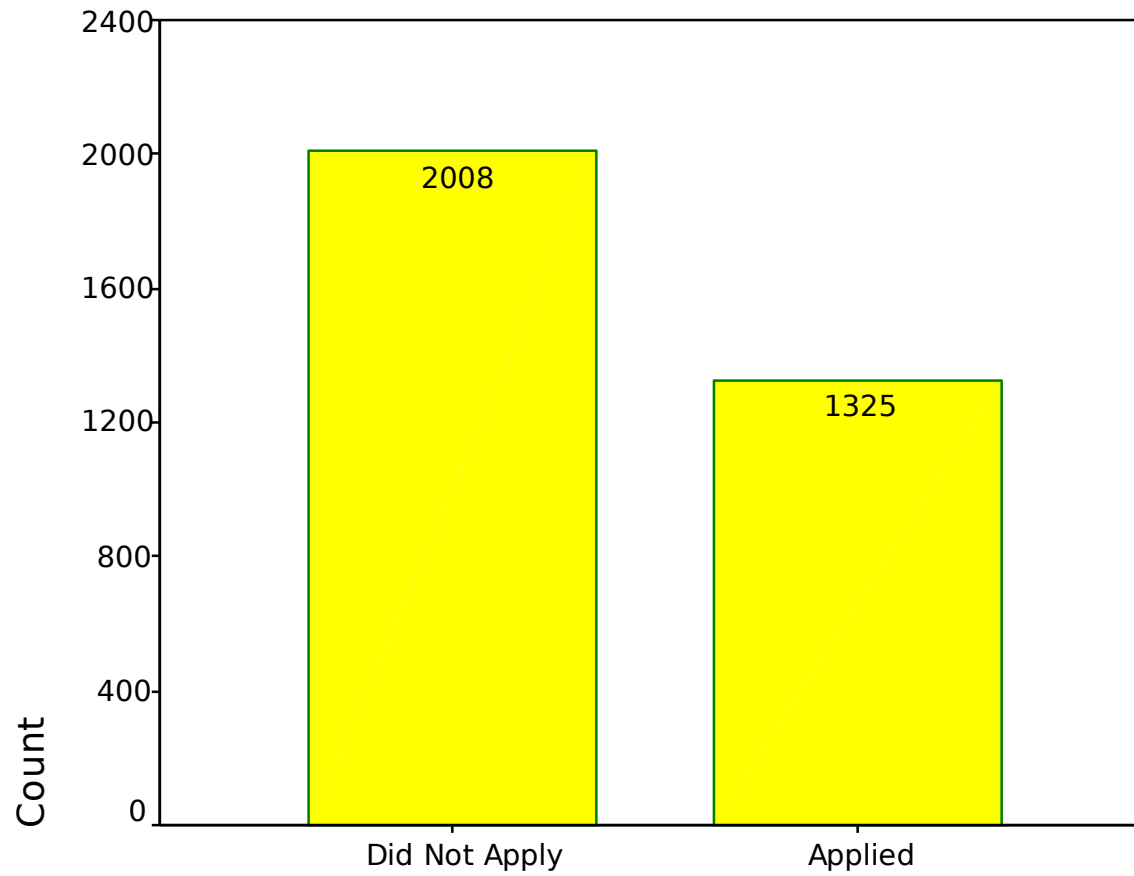
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1495.910	6	249.318	17.437	.000
	Residual	7554.813	3326	14.298		
	Total	9050.722	3332			

Sources of finance are related to commissioning, however, only scholarships and parents are significant. When parents foot the bill, cadets do not plan to commission. When ROTC foots the bill, they do.

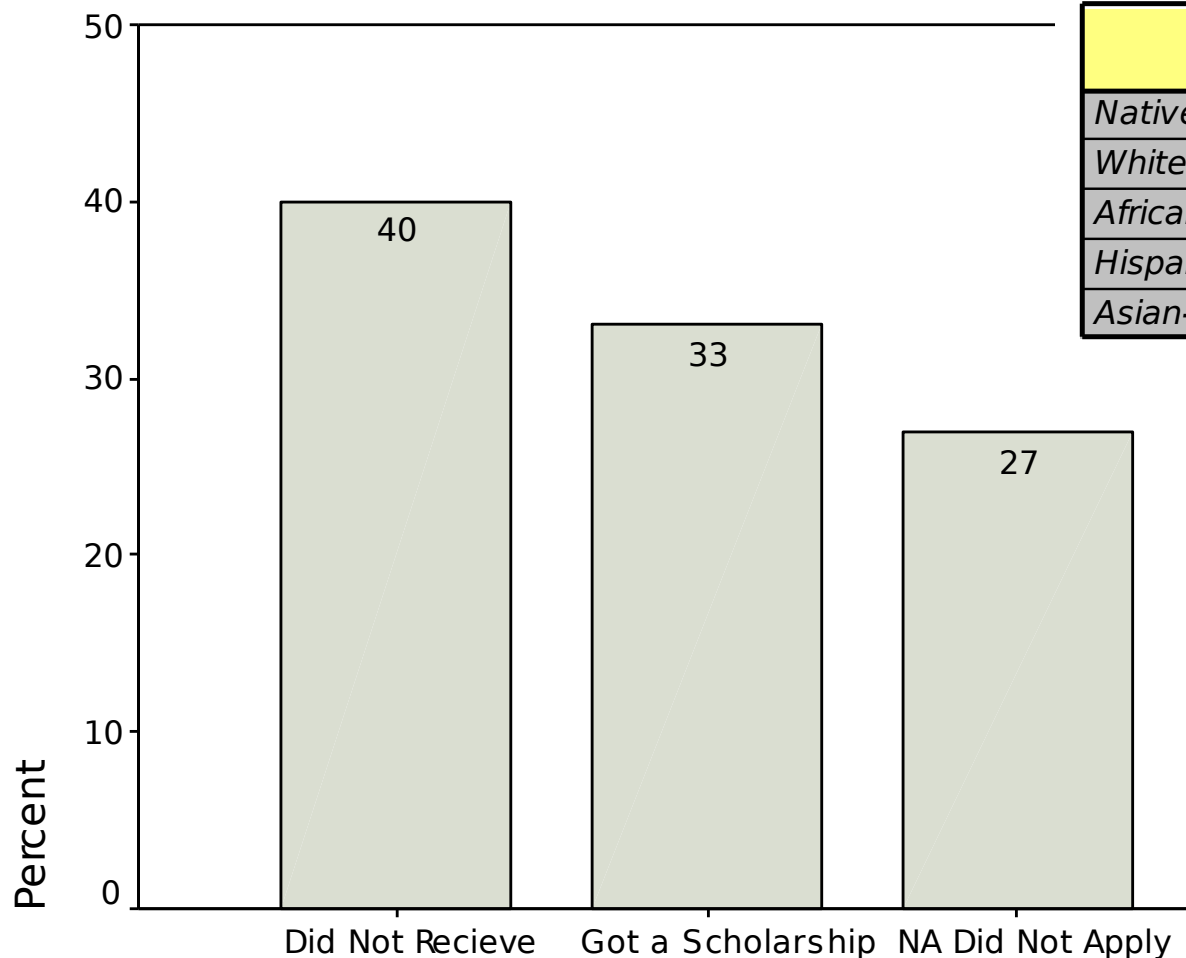
OTC Scholarship Contributes Heavily Toward to Continue to Commission.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.998	.087		57.251	.000
	ROTC Scholarship	1.375	.150	.170	9.178	.000
	Non-ROTC Scholarship	3.889E-02	.045	.018	.860	.390
	GRANTS	8.833E-02	.297	-.009	-.298	.766
	LOANS	-.462	.252	-.051	-1.834	.067
	WORKING	-.450	.286	-.042	-1.573	.116
	PARENTS	-.437	.162	-.048	-2.701	.007

Majority of MS1s Did Not Apply for Scholarship



About 1/3rd of Cadets Got a Scholarship

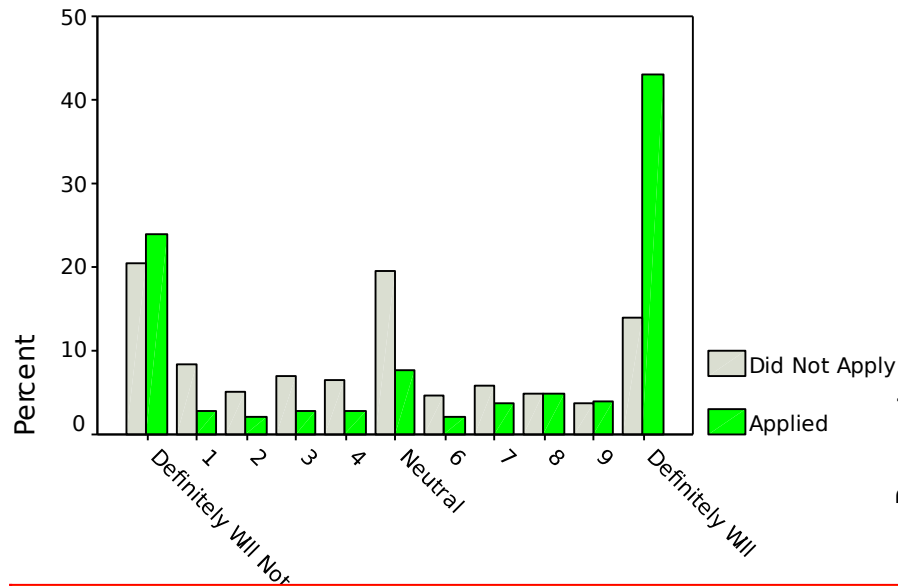


	<i>Of Those Applying, Got a Scholarship</i>
<i>Native American</i>	.4194
<i>White</i>	.5003
<i>African-American</i>	.2396
<i>Hispanic</i>	.4286
<i>Asian-PI</i>	.4762

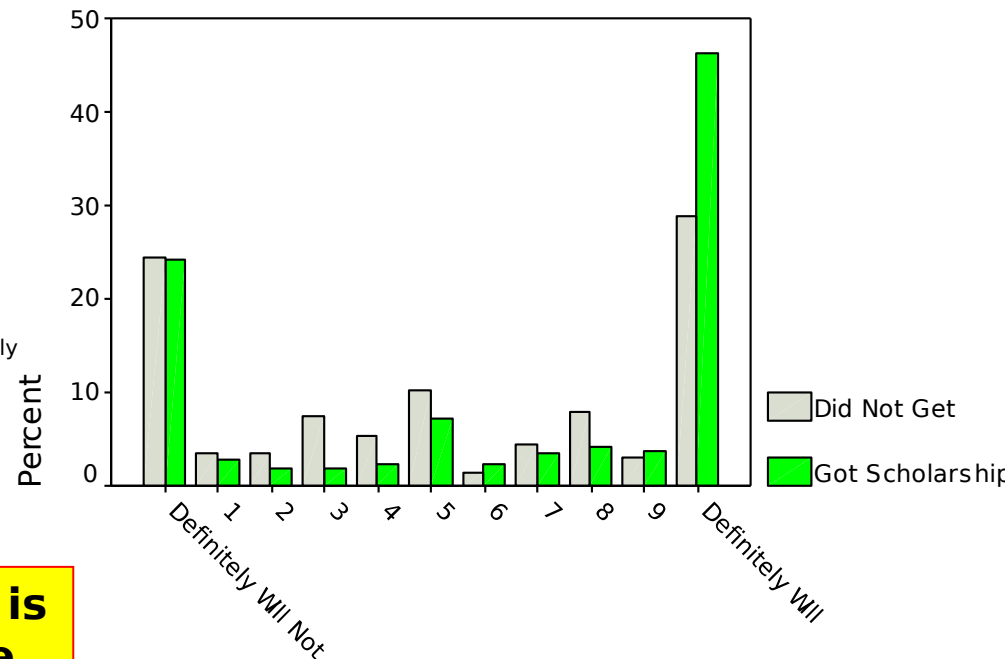
**African-Americans
less frequently
applied for a
scholarship, and
less frequently**

	<i>Applied for ROTC Scholarship</i>
<i>Native American</i>	.4146
<i>White</i>	.4127
<i>African-American</i>	.3000
<i>Hispanic</i>	.3897
<i>Asian or PI</i>	.4569

Cadets Who Applied for a Scholarship
Were More Likely to Plan to Commission



Cadets Who Applied for and Got
Scholarships Planned to Commission



The act of applying for scholarship is critical to the decision to continue and commission, more so than the award.

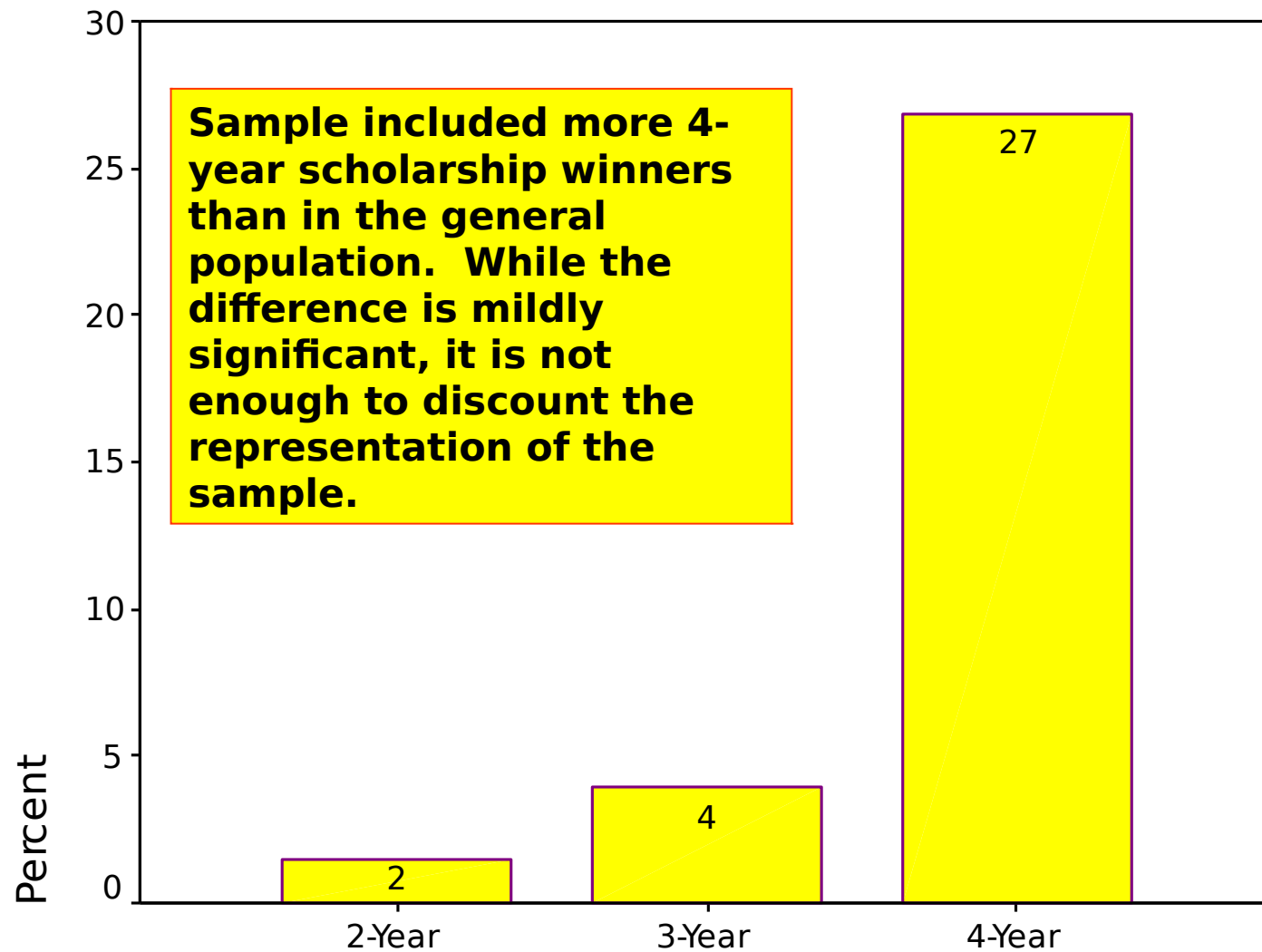
1999 MS1s survey result was similar, with applying for scholarships the critical decision

Impact of Scholarship Award on Decision to Continue ROTC

			Will Continue?	
			Will Not or Unsure	Will
1	Applied for Scholarship	Did Not Get Scholarship	20.2	79.8
		Got Scholarship	11.5	88.5

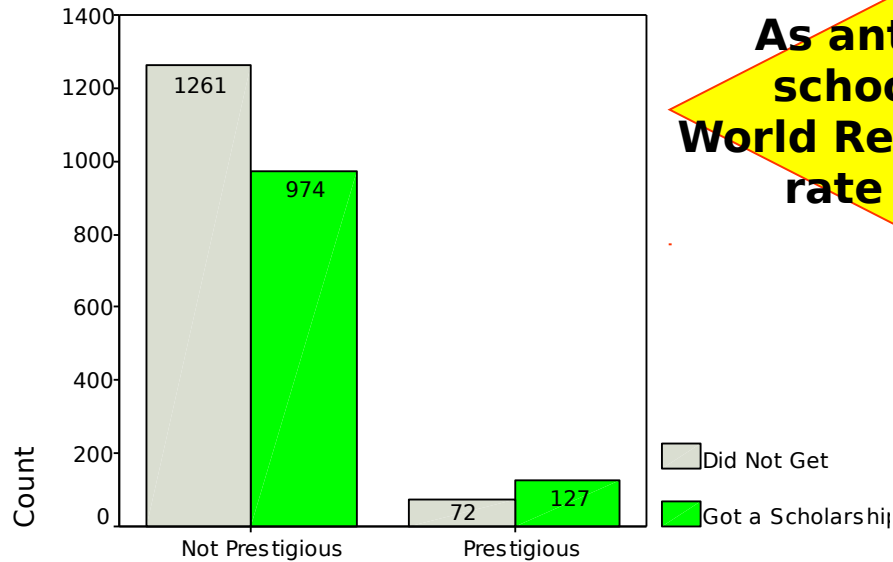
Those MS 1s that did not get a scholarship were not significantly more inclined to continue than those who did not.

Type of Scholarship



Cadets at Prestigious Schools

More Often Got a Scholarship

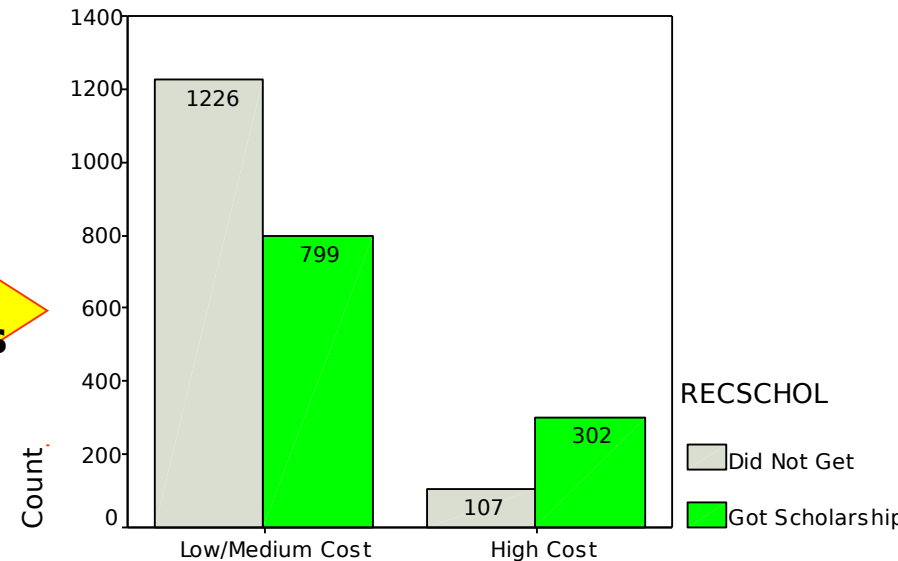


As anticipated, cadets at prestigious schools (as ranked by US News and World Report) got scholarships at a higher rate than non-prestigious schools.

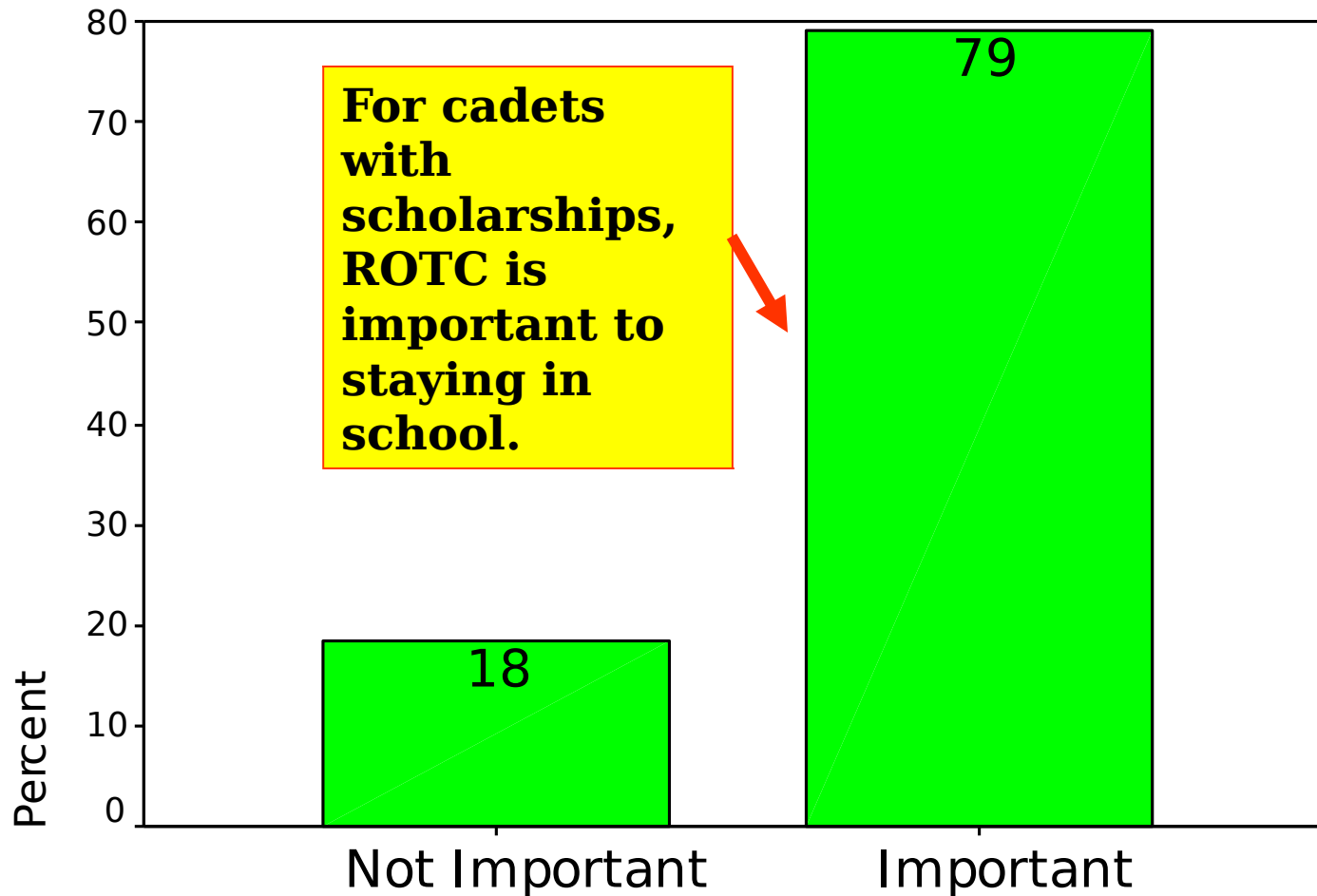
However, cadets at high cost schools, including several non-prestigious schools, got a lion's share of scholarships.

Cadets at High Cost Schools

Far More Often Got Scholarships



Nearly 4/5ths of Cadets with a ROTC Scholarship
Said It Was Important to Stay in School



Family income positively relates to commissioning plans. Those cadets from \$50K plus are slightly more likely to indicate that they will commission.

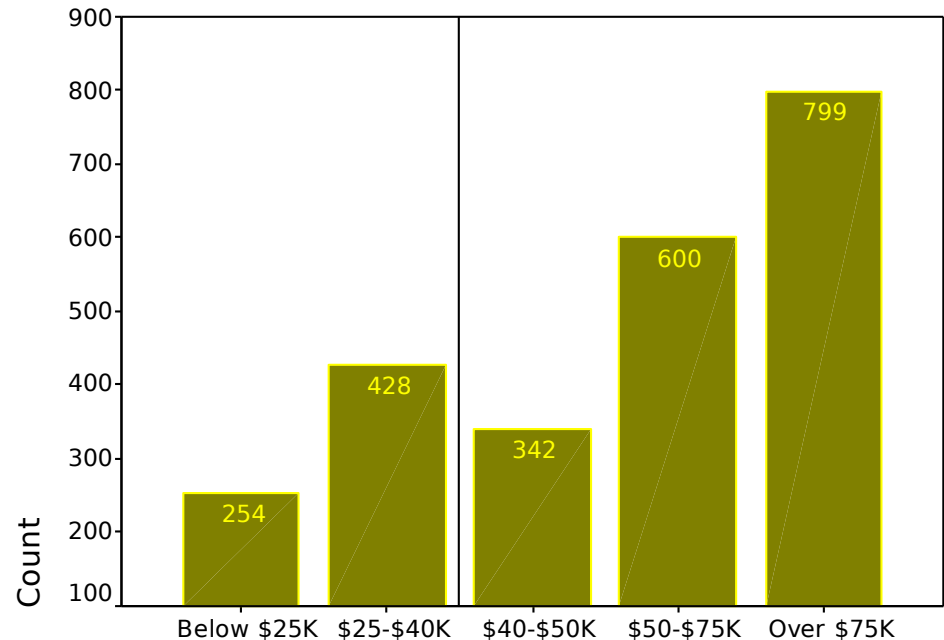
Correlations of Family Income and Will Commission (higher income mildly relates to commissioning)

		Will Commission
Family Income	Pearson Correlation	.035
	Sig. (2-tailed)	.044
	N	3332

Correlations of ROTC Scholarship and Family Income (not significant, with mild positive relationship)

		ROTC Scholarship
Family Income	Pearson Correlation	.018
	Sig. (2-tailed)	.304
	N	3332

Family Income If Known

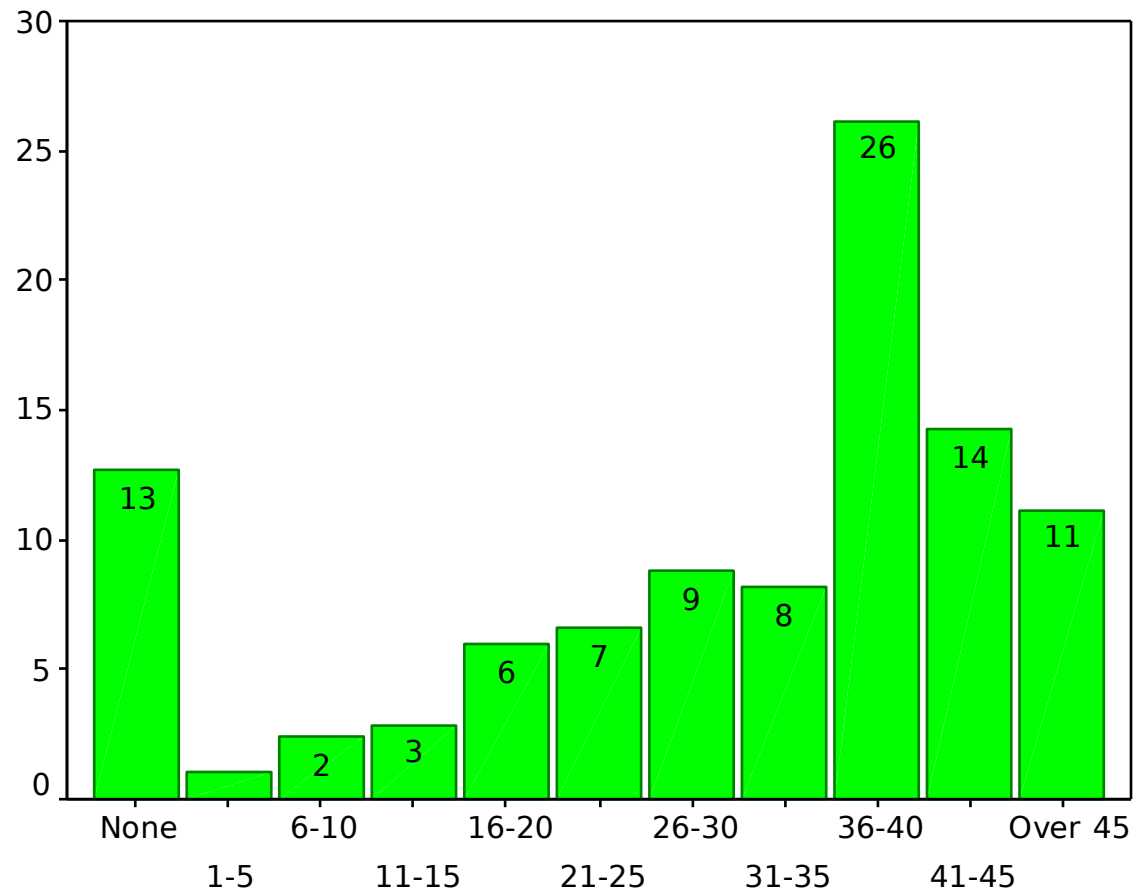


National Median Family Income - \$39,979

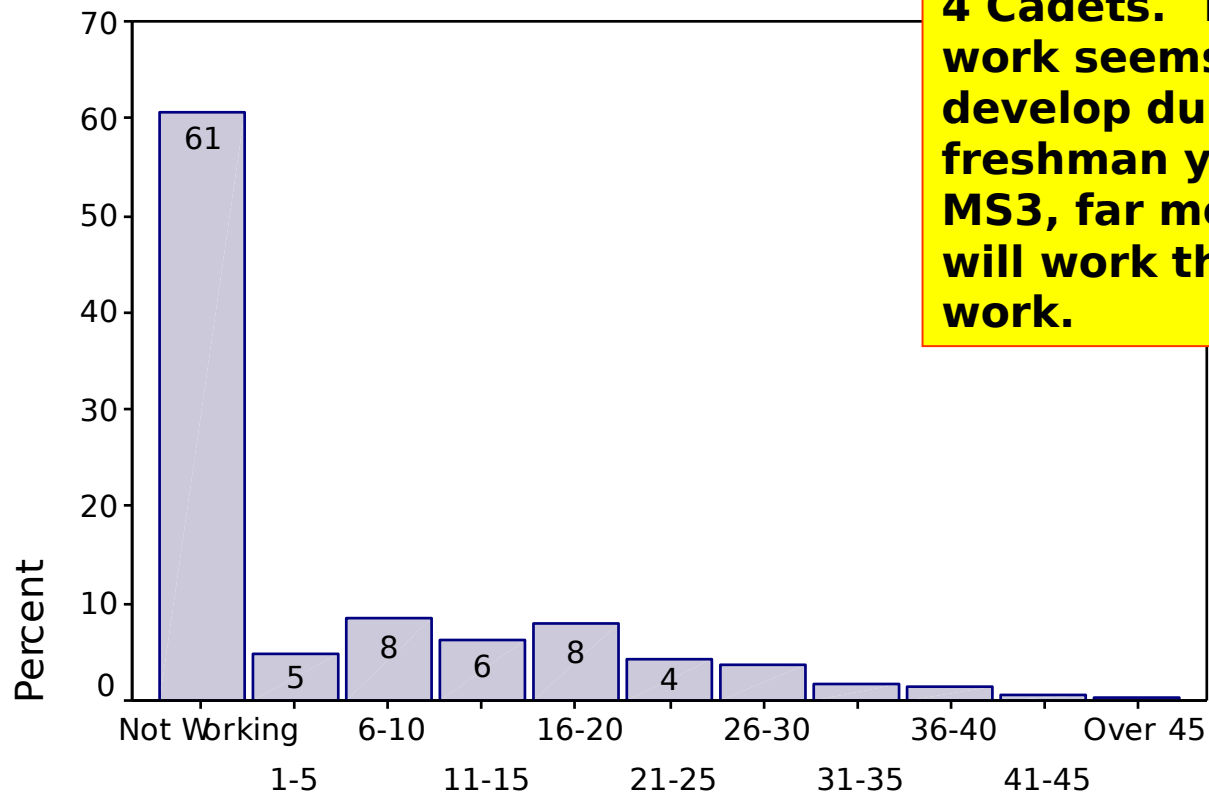
Scholarships are not significantly related to family income among cadets enrolled; however, cadets generally come from more affluent families, therefore ROTC scholarships generally go to relatively affluent students.

MS1s generally work during the summer prior to attending college. About 51% are working full time. This contributes heavily to the 11% of cadet finances paid for by the cadet working. Essentially, if cadets cannot work in the summer, they will likely be 11% short of basic finances to attend school.

Cadets Working During the Summer



Number of Hours Worked During the School Year



MS1s work far fewer hours during the school year than MS2-4 Cadets. The need to work seems to develop during the freshman year. By MS3, far more cadets will work than not work.

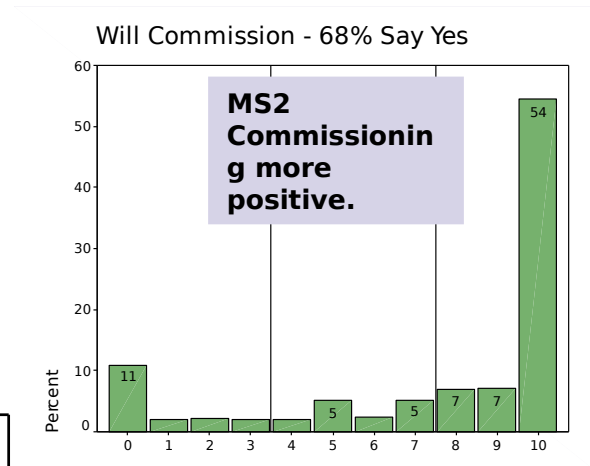
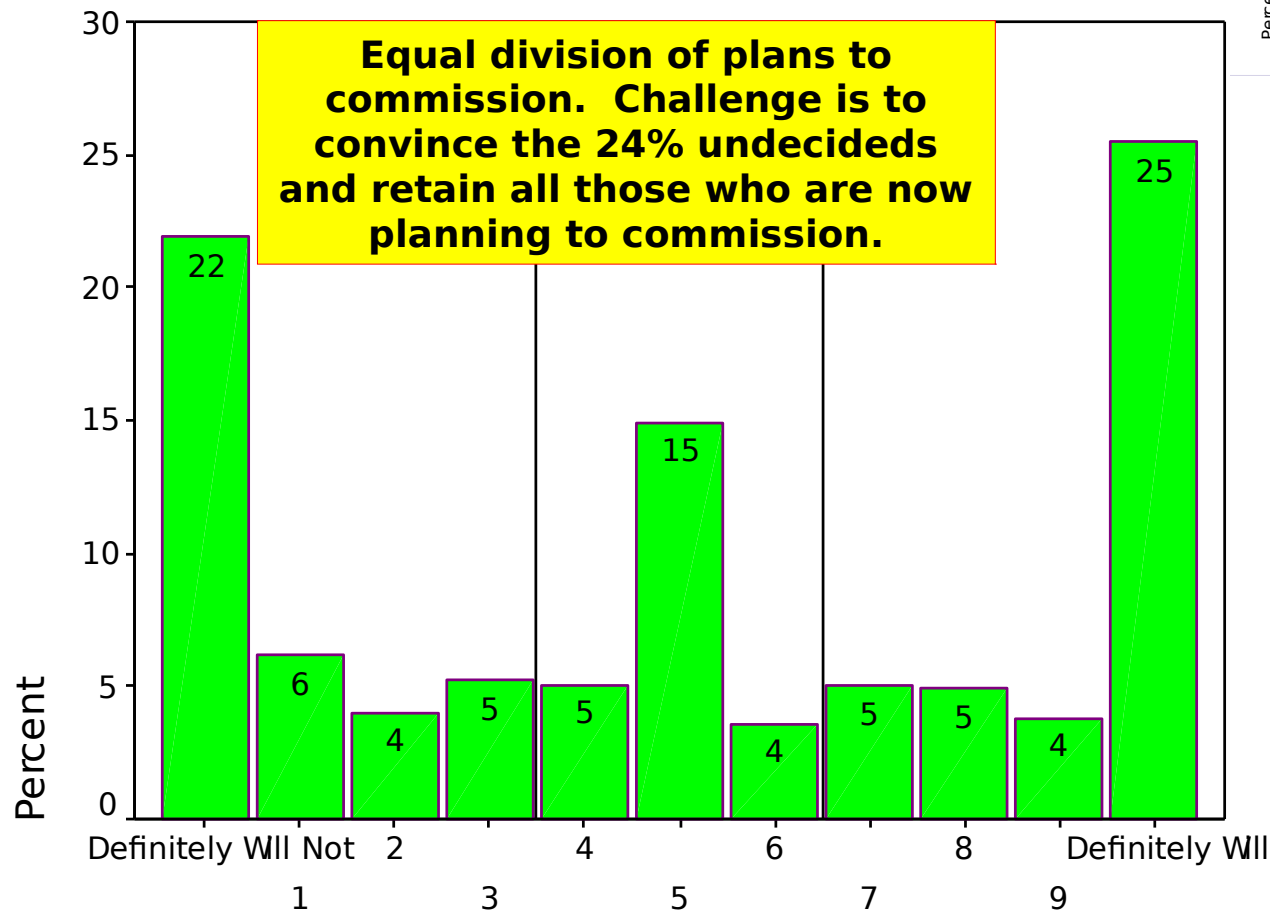
Summary of Cadet Finances:

- ✓ **Parents contribute more toward the student's cost of school among MS1s (28% versus 19% for MS2s) than later years.**
- ✓ **Loans account for a larger portion of student financing among MS1s (16%).**
- ✓ **Applying for scholarship is linked to continuing in ROTC.**
- ✓ **Scholarships are important to stay in school for those getting them.**
- ✓ **Cadets attending high-cost schools got a disproportionate share of the scholarships.**
- ✓ **African-Americans less frequently apply for scholarships and of those who do apply less frequently get a scholarship.**
- ✓ **Cadets come from families well above the national median income level.**
- ✓ **MS1 cadets work fewer hours during the school year than MS2s, MS3s or MS4s.**
- ✓ **There is a general switch from parents' paying to**

Plans for Commissioning (Retention):

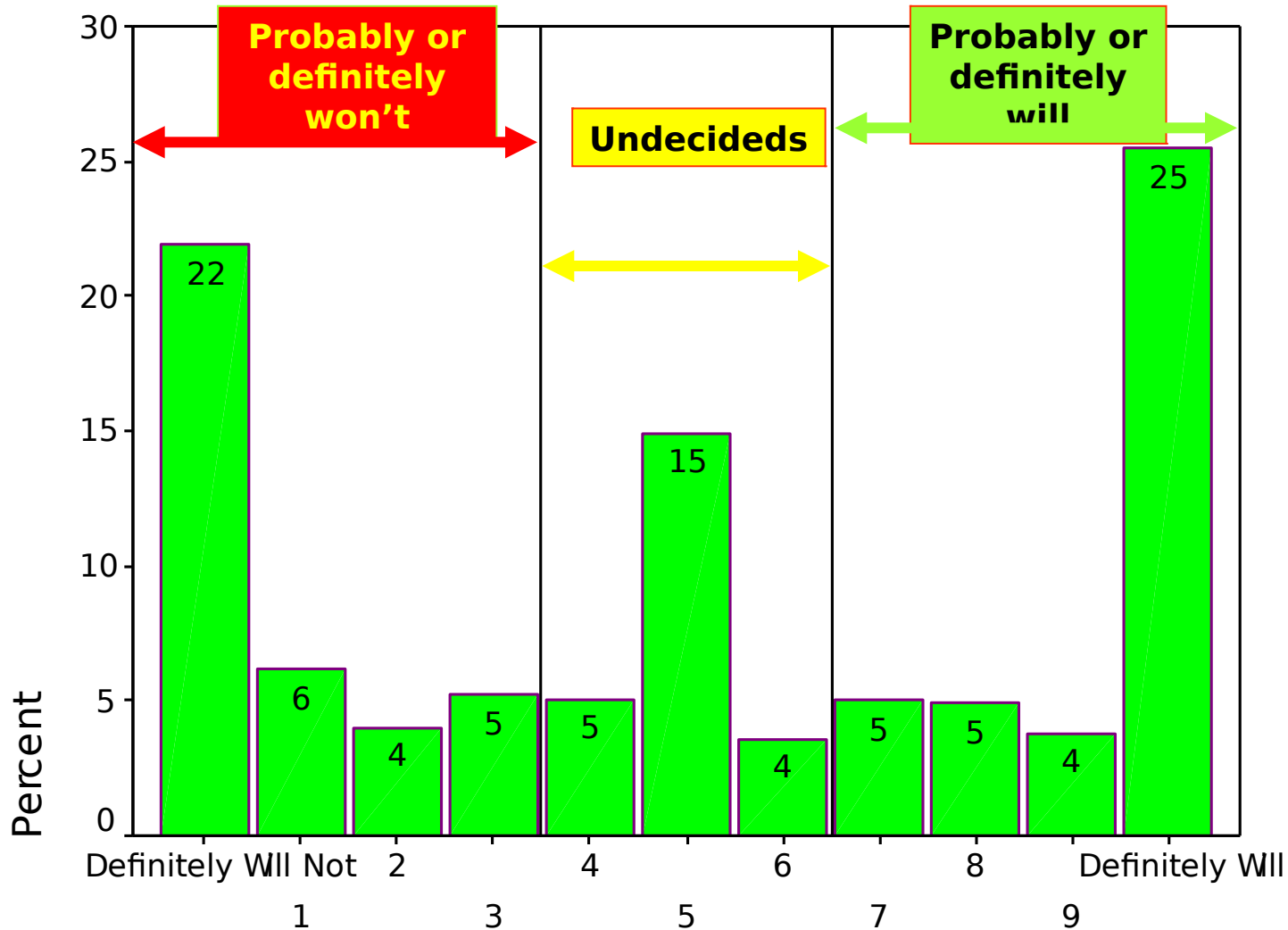
- **Commissioning Plans**
- **People Influencing the Decision to Commission**
- **Reasons for Commissioning**

Commissioning Plans of MS1s



Retention to MS2 year is illustrated within the study data. Note that last year's MS2s had far more positives to commission. Attrition would be expected to occur from the left of the scale.

Commissioning Plans of MS1s



Challenge is to cultivate the undecided cadets and maintain the probable cadets.

Only when cadre were identified as the influencing agent did who influence matter to decision to commission. When the cadet learned about ROTC was critical.

Model Summary

	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.066	.004	.003	4.19

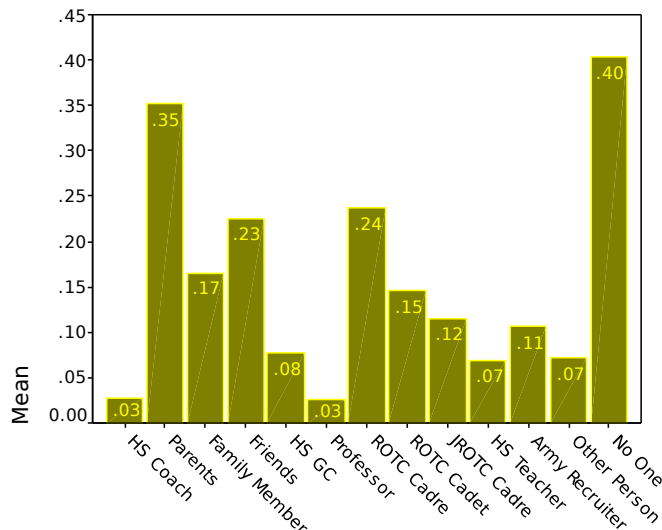
ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	103.046	2	51.523	2.936	.053
Residual	3202.536	1322	17.551		
Total	3305.582	1324			

Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.797	.170		34.037	.000
ROTC Cadre	.546	.266	.058	2.057	.040
No One	.400	.242	.046	1.653	.099

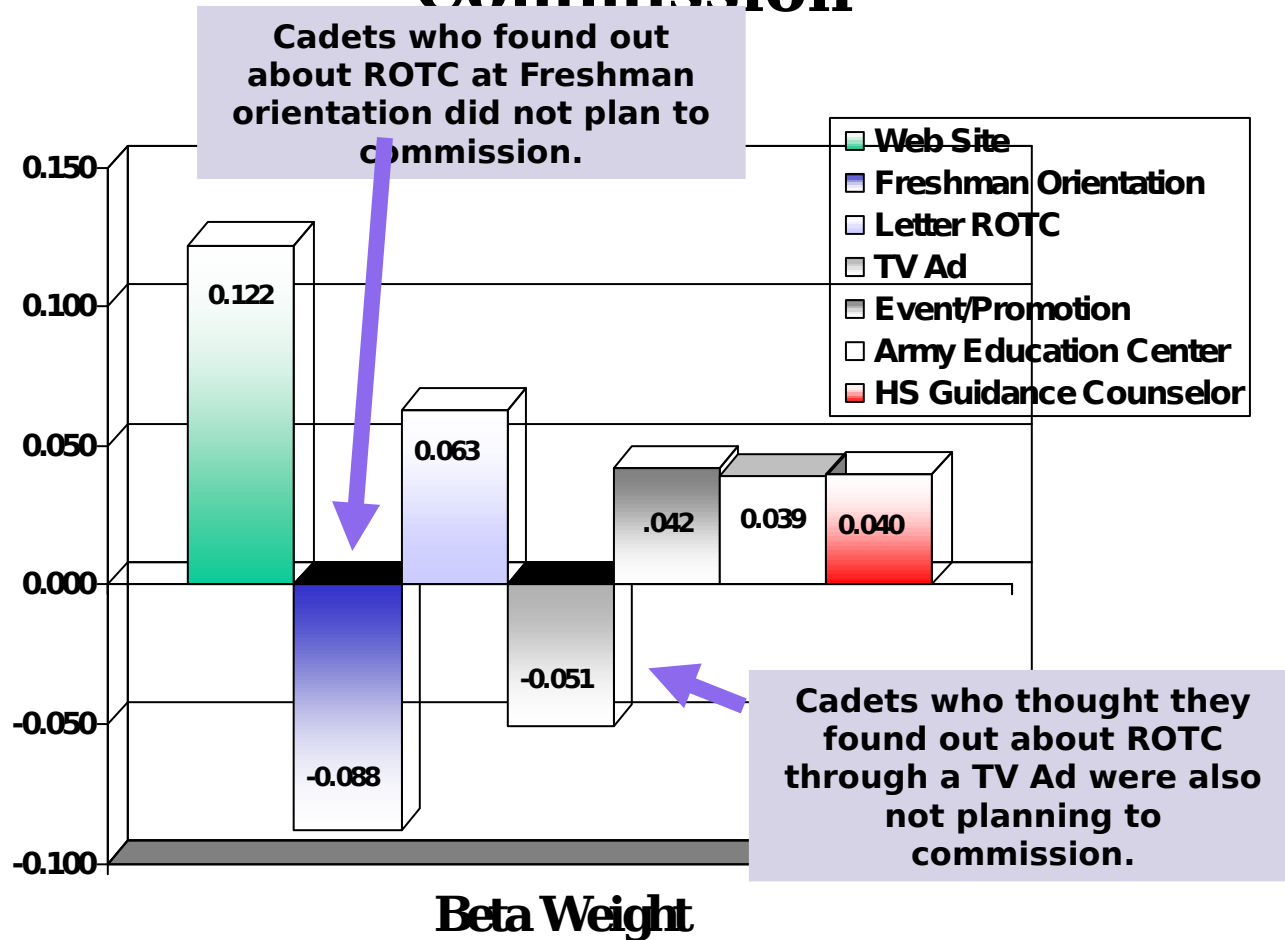
a. Dependent Variable: COMMISS



Count

	Will Remain in ROTC Until Commission											Total
	Definitely Will Not	1	2	3	4	5	6	7	8	9	Definitely Will	
Before HS	100	27	21	23	23	68	25	35	44	29	264	659
Frsh/Soph HS	148	26	26	24	35	93	33	35	31	31	273	755
Junior HS	89	14	18	16	21	51	18	15	22	15	136	415
Jr to Sr HS	44	20	18	22	11	52	10	22	17	7	61	284
Senior HS	115	23	6	30	22	65	12	24	18	22	45	382
HS to College	121	64	30	37	36	110	13	19	14	10	44	498
In College	112	32	14	22	21	57	9	17	17	12	26	339
Total	729	206	133	174	169	497	120	167	163	126	849	3333

Relationship Between How the Cadet Learned About ROTC and Plans to Commission



Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325^a	.106	.103	3.68

a. Predictors: (Constant), MOTVATE9, MOTVATE3, MOTVATE8, MOTVATE4, MOTVATE5, MOTVATE1, MOTVATE6, MOTVATE7, MOTVATE2

ANOVA^b

	Sum of Squares	df	Mean Square	F	Sig.
Regression	5321.811	9	591.312	43.561	.000^a
Residual	5107.981	3323	13.574		
Total	10429.792	3332			

a. Predictors: (Constant), MOTVATE9, MOTVATE3, MOTVATE8, MOTVATE4, MOTVATE5, MOTVATE1, MOTVATE6, MOTVATE7, MOTVATE2

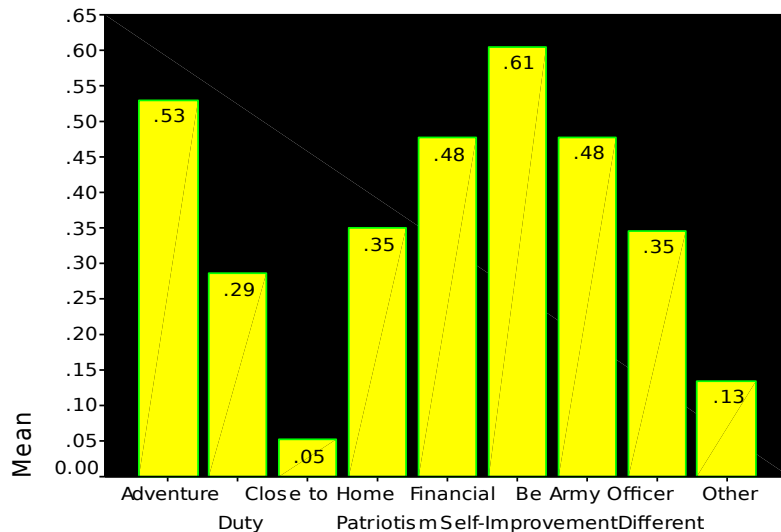
b. Dependent Variable: STAYCOMM

Coefficients^a

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.744	.138		27.203	.000
Adventure	3.558E-03	.141	.000	-.025	.980
Duty	4.403E-02	.188	-.005	-.234	.815
Close to Home	-.373	.292	-.021	-1.279	.201
Patriotism	.814	.178	.100	4.585	.000
Financial Support	.638	.139	.082	4.597	.000
Self-Improvement	.358	.146	.045	2.456	.014
Be Army Officer	1.569	.154	.201	10.205	.000
Different from College	-.471	.141	-.058	-3.354	.001
Other	-.414	.193	-.036	-2.145	.032

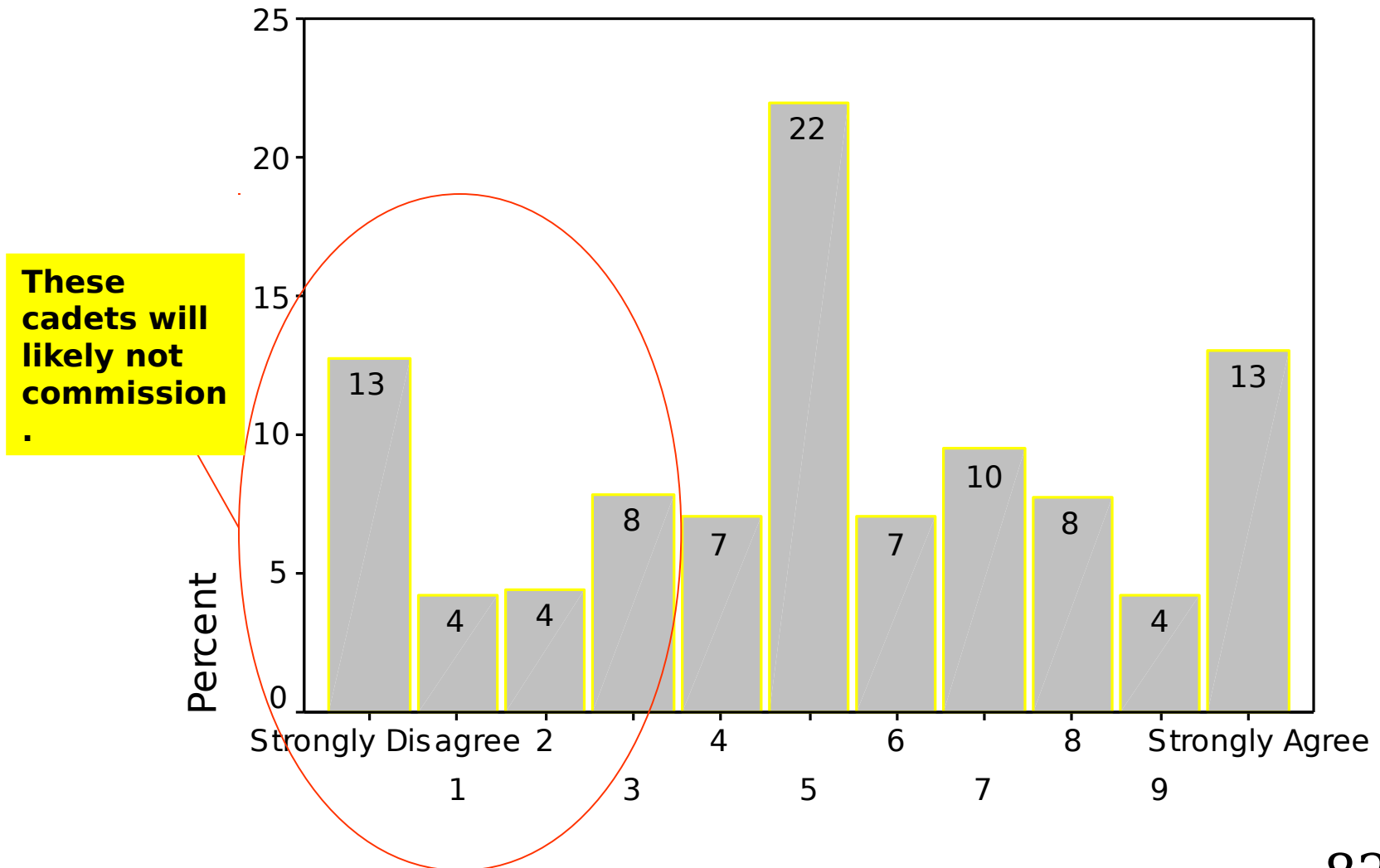
a. Dependent Variable: STAYCOMM

What Motivated to Enroll



Commissioning related to cadets wanting to be an Army officer, patriotism, financial support and self-improvement. Self-improvement was a relatively mild contributor to the decision to commission, although, as shown above, it was the most frequently identified reason for enrollment. All motivations to enroll account for less than one-third the accounted for variance of the belief that the Army is as good or better than private sector career opportunity.

Officer Career Opportunity Is as Good or Better than Private Sector Career Opportunity



B Belief that Career Opportunity as Army Officer Is as Good or Better than Private Sector

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.587^a	.345	.344	3.15

a. Predictors: (Constant), private sector career opp

A - Belief that Career Opportunity as Army Officer Is as Good or Better than Private Sector

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7382.095	1	17382.095	1752.006	.000^a
	Residual	3047.697	3331	9.921		
	Total	10429.792	3332			

a. Predictors: (Constant), private sector career opp

b. Dependent Variable: STAYCOMM

Dependents - Belief that Career Opportunity as Army Officer Is as Good or Better than Private Sector

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.280	.105		12.167	.000
	private sector career opp	.732	.017	.587	41.857	.000

a. Dependent Variable: STAYCOMM

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638^a	.407	.405	2.96

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9955.302	11	1814.118	207.067	.000
	Residual	9095.420	3321	8.761		
	Total	9050.722	3332			

To get cadets who will commission, they must be aware of ROTC early (before junior year of High School) and get them to believe that there are valid career opportunities in the Army as an officer.

More than half of the decision of MS1s to commission is known through selected information.

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
(Constant)		.384	.159		2.412	.016
Early Knowledge of ROTC		1.035	.110	.134	9.406	.000
Freshman Orientation		-.188	.110	-.024	-1.711	.087
Guidance Counselor		-.284	.195	-.020	-1.452	.147
Adventure		-.115	.112	-.015	-1.032	.302
Duty		-.166	.151	-.020	-1.096	.273
Patriotism		.481	.143	.060	3.356	.001
Financial Support for College		.458	.111	.060	4.139	.000
Self-Improvement		6.869E-02	.115	.009	.595	.552
Be an Army Officer		1.056	.125	.138	8.457	.000
Private Sector Career Opportunity		.653	.017	.531	38.903	.000
Family Military Experience		6.219E-02	.122	.007	.510	.610

a. Dependent Variable: COMMISS

Summary of MS1 Retention:

- ✓ **Cadets were evenly divided on plans to commission.**
- ✓ **Influencers impact on commissioning:**
 - **When cadets were influenced by cadre to enroll, they were more apt to say that they would remain to commission.**
 - **No one other than cadre had an effect on commissioning.**
- ✓ **Why cadets plan to remain until commission:**
 - **Cadets who believe that a career in the Army is as good or better than civilian careers plan to commission.**
 - **The earlier cadets learned about Army ROTC, the more likely they were to commission.**
 - **When the sources of information on ROTC was a web site, a letter from Army ROTC, or rarely, HS counselors, the cadet was more positive about commissioning.**
- ✓ **Why cadets plan not to remain in Army ROTC:**
 - **Cadets who learned about Army ROTC after arriving on campus plan not to commission.**
 - **Cadets who learned about Army ROTC through freshman orientation plan not to commission.**

Summary of MS1 Retention Implications:

- ✓ **Percentage of cadets who indicate they will remain in ROTC until commission are down from previous years.**
- ✓ **Cadets who are determined not to remain to commission are probably the following:**
 - **Not scholarship and haven't applied for a scholarship.**
 - **Found out about ROTC late, generally after arriving on campus.**
 - **Not prior service.**
 - **Not of the opinion that a career as an Army Officer is as good or better than careers in the private sector.**
- ✓ **What it will take to retain the maximum number of cadets:**
 - **Message to cadets about career in the military must be universally positive (promotion potential of junior officers a concern).**
 - **Support from fellow cadets will increase likelihood of retention (need to include MS1s in upper classmen activities).**
 - **Increase contact time with active duty cadre, even**

Research Recommendations Summary

Demographic Issues.

- ✓ **MS1 cadets are far more frequently from military families than expected.**
 - **Fathers' experience in the military is twice what we should expect based on national averages. Other immediate family experience is three or four times expected. The Army needs to increase the level of knowledge among youth, outside the collapsing military family member market, to generate interest in ROTC and officership in the Army.**
 - **However, family experience does not mandate commissioning plans of MS1s. That means that we can recruit and retain cadets from other than military families.**
- ✓ **MS1 cadets come from more affluent families than the national median income.**
 - **Some of the difference in affluence is accounted for by more affluent families having a higher college attendance rate.**
 - **Needs based scholarships and grants limit the appeal to students from less affluent families. Need to address the issue of counting ROTC scholarships against the needs of the student, thereby penalizing less affluent students who accept ROTC scholarships.**
- ✓ **There are insufficient numbers of engineering, mathematics and hard science majors among MS1s.**

Training Issue

P&A Issue

O&E Research Issue

Marketing Issue

Research Recommendations Summary

Recruiting Issues.

✓ **MS1 cadets who find out about ROTC late do not plan to commission.**

- **Overall awareness of ROTC and attitudes toward participation are at all time lows. Without a substantial national awareness campaign, this condition may only worsen.**
- **On-campus recruitment efforts may be limited to students who already know about Army ROTC, but have yet committed to enrollment. There may be some return on investment through freshman orientation (one in thirty enrollments resulting from freshman orientation may lead to a commission) but the PMS should not rely on this effort to make mission.**
- **Need a major boost to national awareness directed at freshmen, sophomores and juniors in high school.**
- **Each school should identify the source (high school or town) of freshmen on campus and leverage every asset available to reach high school students prior to their freshman year. This will not help the PMS meet his mission during his tenure, but it will help the future of ROTC commissioning.**
- **For high school seniors and college freshmen, if they do not know about ROTC and understand it on some basic level, they may enroll, but will not commission. Therefore, determining the student's level of knowledge about ROTC can place the student in the proper**

Teaching Issue

R&A Issue

O&E Research Issue

Marketing Issue

Recruiting Issues continued.

✓ **MS1 marketing to cadets and those who influence cadet participation is critical.**

- **Parents and family members are critical to the decision to participate in Army ROTC. Need to reach parents with ROTC message early (prior to junior year) to begin the process of influence.**
- **High School Counselors can be of assistance if cultivated. Need to attend counselors' state and national conferences. Need to develop a handbook for guidance counselors to help them understand fundamentally the process and benefits of Army ROTC. Need to develop a link to counselor web pages.**
- **Need to link to high school coaches organizations. Need to develop the high school coaches as a resource to assist student athletes not in the athletic scholarship category get through college and continue their sport.**
- **Friends on campus outside ROTC are a negative influence to cadets.**
- **Remarkably, cadets from families with little history of military experience are not markedly less inclined to plan to commission, yet, evidence of greater loss from this group indicates that during their first year, they change their minds. Need to spend extra cadre time on cadets without a military background.**

✓ **MS1 motivation is to enroll included self-improvement, adventure, financial assistance and wanting to be an Army officer.**

- **While self-improvement led the list of motivations, it was not predictive of cadets who intended to commission.**

Training Issue

R&A Issue

OC&E Research Issue

Marketing Issue

Recruiting Issues continued.

✓ **MS1s and Advertising - Considering the limited reach and frequency allowed by resources, national media is making an impact on enrollment decision.**

✓ **Major problem is not effectiveness but exposure.**

✓ **Electronic needs to be strengthened:**

- **Radio time needs to be expanded with more ads directed to younger audience.**
- **Purchase alternative, Hip/Hop and rock stations.**
- **Talk radio, jazz and classical work only for parents.**
- **The internet cannot carry all the message, need radio exposure.**
- **Internet is the developing market, youth who bothered to seek information were highly motivated to remain until commission.**
- **Internet impacts at a younger age than other media.**
- **Magazines were mildly effective and should be continued as they attract cadets who plan to commission.**
- **Television was second to radio in exposure but may be less efficient.**

✓ **MS1s learned about ROTC from a variety of sources, but believe ROTC visits to High Schools is the best method.**

- **Cadre have a strong effect in recruiting cadets who intend to commission.**
- **Army Recruiters have a mild negative effect in recruiting cadets who intend to commission.**
- **53% of cadets reported getting a letter from ROTC. Need to expand lists for direct mail.**

Retention Issues.

- ✓ **MS1s are more than twice as likely to have immediate family with military experience.**
 - **However, the cadets from military families do not initially plan to commission much more than cadets from non-military families (although statistically significant, the actual effect was marginal at $r^2 = .094$).**
- ✓ **Perceptions of the validity of Army career impact on the decision to enroll and continue in ROTC. Need to assure that cadre who have direct contact with MS1 cadets are active duty officers or NCOs who believe that the Army has valid career opportunities. Officers who believe that they could have done better outside the Army, who are concerned about their own promotion potential or who are generally dissatisfied with their current situation should not have extended contact with MS1s. Contractors who left the Army early or who left the Army short of their self-perceived promotion potential, should not have extended contact with MS1s.**
- ✓ **Things to improve retention:**
 - ***Need to increase financial reliance on Army ROTC through scholarships, stipends, and, potentially, loan repayment.***
 - ***Cadets are in an environment non-supportive of their decision to contract and commission. Need to create a more positive view of ROTC on campus by marketing and public affairs campaign. It should include informational posters and flyers, possibly a game CD ROM with information on ROTC, visible activity like helicopter lift exercises, modular rock climbing (like USAREC's) display, confidence course or other adventure activities on campus.***

Research Recommendations Summary

- ✓ **Getting a scholarship is correlated to the ethnicity of the cadet, particularly African-Americans. Cadet Command should promote scholarships to African-Americans in High School to increase the application rates and review the process of scholarship distribution. Given continued reliance for scholarship award on the results of standardized achievement tests and those tests demonstrated linkage to ethnicity and socio-economic status, this may be difficult.**
- ✓ **The percentage of MS1 cadets from a family with a military background is more than double the expected percentage based on national demographics. As the number of youth from military families decreases, it is critical to outreach to non-military families with ROTC message. Need to broadcast the Army ROTC message beyond the military family group. The low propensity and constricting market mandates a large influx of national awareness advertising, enfranchising high school counselors with quick reference material in print and electronic form and projecting a larger profile image. Otherwise, reliance on on-campus marketing will result in higher attrition rates, since those who enroll in ROTC without early knowledge, and those who enroll in ROTC later are both LESS inclined to plan to commission.**
- ✓ **Parents and siblings are the most effective influencers of cadet participation. Therefore, ROTC must get the message to the family early to influence the student. It would not be a bad idea to seek out lists of 8th and 9th graders to promote Senior ROTC, particularly in those markets without JROTC and major military locations. Such**

Training Issue

R&A Issue

OS&E Research Issue

Marketing Issue

Research Recommendations Summary

- ✓ Cadets who applied for scholarships were far more likely to remain to commission. **Need to increase the visibility of ROTC scholarships nationally. This may mean reverting to some national scholarship pool for 4-year scholarships.**

General Comments

- ✓ MS1 cadets are bipolar in their plans to commission, meaning that a quarter of the cadets are definitely not planning to commission and a quarter of the cadets are definitely planning to commission. The goal of retention will be to work the portion in between who have yet to psychologically contract to commission as a lieutenant.
- ✓ The Army must consider that some cadets are not future officers and accept some loss.
- ✓ Cadet Command should focus on early information processes, engaging high school and middle school guidance counselors, parents, coaches and other influencers to leverage the existing awareness program.
- ✓ If ROTC focuses solely on recruiting on campus, the payoff in terms of retention to commission and quality will be adversely affected.

Errata

PRESTIGE * RECIEVED SCHOLARSHIP Crosstabulation

Count

	RECSCHOL			Total
	0	1	9	
PRESTIGE 0	1261	974	809	3044
1	72	127	90	289
Total	1333	1101	899	3333

HIGHCOST * RECIEVED SCHOLARSHIP Crosstabulation

Count

	RECSCHOL			Total
	0	1	9	
HIGHCOST 0	1226	799	792	2817
1	107	302	107	516
Total	1333	1101	899	3333

TELEVISION VIEWERSHIP / FOX, MTV AND USA LEAD IN NUMBER OF CADETS VIEWING

	<i>Mean</i>
<i>BET</i>	.1431
<i>COMEDY CENTRAL</i>	.3051
<i>ESPN</i>	.3225
<i>ESPN2</i>	.2427
<i>FOX</i>	.4347
<i>MTV</i>	.3513
<i>TELEMUNDO</i>	2.610E-02
<i>TNT</i>	.2973
<i>UNIVISION</i>	3.120E-02
<i>UPN</i>	.1881
<i>USA</i>	.3510
<i>WB</i>	.2841

Descriptive Statistics - AFRICAN-AMERICAN VIEWING

	Mean
BET	.4000
COMEDY CENTRAL	.1844
ESPN	.2133
ESPN2	.1556
FOX	.3622
MTV	.2889
TELEMUNDO	3.333E-02
TNT	.2378
UNIVISION	3.556E-02
UPN	.2689
USA	.3022
WB	.3111

Descriptive Statistics - HISPANIC VIEWING

	Mean
BET	.1385
COMEDY CENTRAL	.2051
ESPN	.2103
ESPN2	.1436
FOX	.3692
MTV	.2769
TELEMUNDO	.1128
TNT	.2359
UNIVISION	.1538
UPN	.1487
USA	.2615
WB	.2462

***** Method 1 (space saver) will be used for this
analysis *****

R E L I A B I L I T Y A N A L Y S I S - S C A L E
(A L P H A)

Reliability Coefficients

N of Cases = 3332.0

N of Items =249

Alpha = .7199